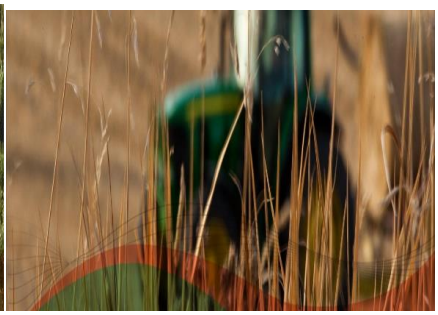
MKHONDO LOCAL MUNICIPALITY FINAL IDP 2016/17

MKHONDO LOCAL MUNICIPALITY FINAL IDP

2016/17

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LIST OF ACRONYMS

ABET	**Adult Basic Education and Training**	**IT**	**Information Technology**
AIDS	**Acquired Immune Deficiency Syndrome**	**ITP**	**Integrated Transport Plan**
CBOs	**Community Based Organisations**	**KPA**	**Key Performance Area**
CETA	**Construction Education and Training Authority**	**KPI**	**Key Performance Indicator**
CHBC	**Community Home Based Care**	**LDO**	**Land Development Objectives**
CMIP	**Consolidated Municipal Infrastructure Programme**	**LED**	**Local Economic Development**
COGTA	**Department of Co-operative Governance and Traditional Affairs**	**LM**	**Local Municipality**
CRDP	**Comprehensive Rural Development Programme**	**LRAD**	**Land Redistribution for Agricultural Development**
CPTR	**Current Public Transport Records**	**CWP**	**Community Workers Programme**
DEDET	**Department of Economic Development, Environment and Tourism**	**LUMS**	**Land Use Management System**
DBSA	**Development Bank of Southern Africa**	**MAM**	**Multi Agency Mechanism**
DEAT	**Department of Environmental Affairs and Tourism**	**MEC**	**Member of Executive Council**
DAC	**District AIDS Council**	**MFMA**	**Municipal Finance Management Act**
DRDALA	**Department of Rural Development, Agriculture and Land Administration**	**MHS**	**Municipal Health Services**
DRDLR	**Department of Rural Development and Land Reform**	**MIG**	**Municipal Infrastructure Grant**
DHS	**Department of Human Settlements**	**MPCC**	**Multi-Purpose Community Centres**
COGTA	**Department of Co-operative Governance and Traditional Affairs**	**MSIG**	**Municipal Systems Improvement Grant**
DTI	**Department of Trade and Industry**	**MRTT**	**Mpumalanga Regional Training Trust**
DM	**District Municipality**	**NEMA**	**National Environmental Management Act**
DMA	**District Management Area**	**NEPAD**	**New Partnership for Africa's Development**
DoE	**Department of Energy**	**NER**	**National Electricity Regulator**
DPW	**Department of Public Works**	**NGO**	**Non-Governmental Organisation**
DWA	**Department of Water Affairs**	**NSDP**	**National Spatial Development Perspective**
ECA	**Environmental Conservation Act**	**NWMS**	**National Waste Management Strategy**
EIA	**Environmental Impact Assessment**	**OLS**	**Operating Licence Strategy**
EIP	**Environmental Implementation Plan**	**PGDS**	**Provincial Growth and Development Strategy**
EHS	**Environmental Health Services**	**PHC**	**Primary Health Care**
EMP	**Environmental Management Plan**	**PMS**	**Performance Management System**
EMS	**Environmental Management System**	**PPP**	**Public Private Partnership**
EPWP	**Expanded Public Works Programme**	**REDS**	**Regional Electricity Distribution System**
FBS	**Free Basic Services**	**RSC**	**Regional Services Council**
FBE	**Free Basic Electricity**	**SABS**	**South Africa Bureau of Standards**
FPA	**Fire Protection Association**	**SACOB**	**South Africa Chamber of Business**
GIS	**Geographic Information System**	**SALGA**	**South Africa Local Government Association**
GSDM	**Gert Sibande District Municipality**	**SANAC**	**South African National AIDS Council**
HDI	**Human Development Index**	**SANCO**	**South African National Civic Organisation**

HOD	**Head of Department**	**SAPF**	**South African Police Force**
IDP	**Integrated Development Planning**	**SETA**	**Sector Education Training Authority**
IGR	**Intergovernmental Relations**	**SDF**	**Spatial Development Framework**
IEM	**Integrated Environmental Management**	**SLA**	**Service Level Agreement**
IMEP	**Integrated Municipal Environmental Programme**	**SOER**	**State of the Environment Report**
		SPLUMA	**Spatial Land Use Management Act**
INEP	**Integrated National Electrification Programme**	**TWK**	**Transvaalje Wattle Kooperasie**
BPU	**Business Planning Unit**	**WSA**	**Water Services Authorities**
IS	**Information System**	**WSDP**	**Water Services Development Plan**

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i) EXECUTIVE MAYOR'S FOREWORD



As the Municipality, we are guided by the Local Government: Municipal System Act, 32 of 2000 that requires all municipalities to develop their five-year Integrated Development Plans (IDPs) and review them annually. We review this Municipality's Integrated Development Plan with an intention to define what will be achieved in the next 5 years flowing from our Key Strategic Objectives. Mkhondo Local Municipality has so far developed the Draft IDP within an approved process plan that also ensures that communities become the integral part of planning and decision making. This IDP comes at a time when communities from all nineteen (19) wards will get an opportunity to assess the Municipality's performance of the past five consecutive years. We have entered the period where our plans as the Council of Mkhondo Local Municipality have to be on top of the situation. The community will realize that this is the last term of the Council and therefore some of the things have to be done in a different way. The IDP/Budget Process Plan has been revised in line with the resolution of the Provincial Exco Lekgotla that all the municipalities in the Province should adopt the annual IDP/Budgets by the end of April 2016.

Looking back at the recent five years of our existence as political office in this Municipality, one can safely say with pride that indeed our working together with our communities has provided the resident of Mkhondo with hope and that indeed the Municipality is positively contributing at moving in the right direction to address the plight of our communities. It is with great honour to highlight the effort made by the Municipality to date. The more than twenty two (22) years of democracy that we have served our communities at all cost, has seen the acceleration of services to our communities. The Municipality embarked on a process to expedite the programme of eradicating the backlog of water supply within the Municipality, rural areas and peri urban areas, in particular.In response to that, 58.6% households have access to piped water in a dwelling or yard. 19.9% households receive water on communal stands. The recent report reflects that 8,039 households in rural villages still don't have access to piped water despite the building and upgrading of water supply schemes at Saul Mkhize Ville, Amsterdam and eMkhondo. However, the Municipality still continues to render water tanker services to keep supply of potable water in such rural villages. Fifteen (15) rural villages and selected townships have been electrified. More than 1540 disadvantaged poor communities benefited in the past twelve months.

The prolonged lower-than-normal rainfall since the beginning of the year that is happening across the country also caused a negative impact of drought conditions in Mkhondo. Our water supply was drastically affected and existing boreholes ran dry. The current situation has led to water shortages in a number of public water supply schemes and dams in Mkhondo. Nonetheless, the municipality acknowledges the support it receives from the Mpumalanga Provincial Government. We are optimistic that the installation of the high pressure tanks will eventually win the battle of water supply backlog in rural areas.Sanitation facilities were erected in townships and rural areas although the Municipality has not yet meet the demand. The majority of our communities now have access to better health facilities. Roads have been upgraded and gravel streets graveled and graded. A number of potholes were patched and through the implementation of these projects, the Municipality managed improvement on job creation in line with the EPWP route. 1406 job opportunities were realized through the implementation of a number of projects in Mkhondo. These are just some of the inroads made by the progressive, democratic and all inclusive Municipality to better the lives of our communities.

With the aforesaid assertion, this IDP must seek to address the issues that can bring a better life for all citizens of Mkhondo. I want to reiterate that the resilient and fast growing economy is at the heart of our radical economic transformation agenda and our IDP as guided by the National Development Plan (NDP). We will strive to uphold to our government's Nine-Point Plan that was announced in February 2015 to ensure that all spheres of government respond to slow-moving economic growth in their localities. In addressing the need of new sites, we committed to formalise townships such as Osloop to be known as Kempville Extension 3 and to also establish a new township to be known as Kempville

Extension 2. The Municipality expend funds to conduct land audit of vacant properties in eMkhondo and its surroundings, Amsterdam, KwaThandeka and Thandukukhanya townships. This process yielded positive results as the Provincial Department of Human Settlements came in to party to provide funding to expedite the process. It is worth noticing that title deeds were handed over to 640 beneficiaries of Mkhondo Local Municipality in 2015 alone and the process still continues in this financial year to hand over 936.

So much has been achieved on waste management. Not so long, the Municipality achieved a Provincial award for being the most improved in the Mpumalanga Provincial Greenest Town Competition 2015. The National Adjudication process is set to beginning at this time of consulting the communities on this IDP. We are ready to step to the next challenge. Flowing from the genuine concerns raised by members of the community in various platforms of engagement such as the IDP consultative meetings, Ward community meetings, Mayoral Outreach Programmes, community radio station (*Mkhondo FM*), newspapers (*Excelsior News*), petitions from the Provincial Legislature / Public Protector and Presidential Hotline. I am grateful to also mention that the administrative transition period we had with regard to the change in the Accounting Officer's position did not destabilize the functioning of the Municipality. The deliverables that the Municipality prioritized were achieved as planned. The fact that the Municipality obtained a Qualified Opinion was of significant achievement in this current financial year.

My appeal to nay one is that our IDP must therefore first and foremost reflect our commitment to our Key Performance Areas that seek to address the issues raised by the communities. However, the Municipality must not be derailed by the spurious demands caused by so-called ultra-motives of the society or groups who have no interest in service delivery to better the lives of the people of Mkhondo. This IDP must ensure that the quest of the ruling party' Manifesto for the 2016 Local Government Elections is realized. We will continue to uphold to the call of making the Municipality's offices effective in meeting the needs of the citizens of Mkhondo. We continue to ensure that our local services like waste removal are improved day and night as per the 2011 ruling party's Manifesto. Our 2016/17 IDP, in its strategic drive, gives expression to our first Local Economic Development Strategy, which is for the all-inclusive development of our localities. It is through the projects as reflected in the IDP that we seek to leave a lasting legacy to communities of Mkhondo. The Mall that is currently under construction and the newly proposed Shopping Complexes and Saul Mkhize Ville and Amsterdam will set a tone for a caring, people-centred, people-driven, and developmental local government for generations to come.

CLR BHEKABANTU MTSHALI

EXECUTIVE MAYOR

II) OVERVIEW BY THE MUNICIPAL MANAGER



This serves as the last annual IDP review of the five year IDP that was adopted after the fourth democratic local government elections held in 2011. This review provides the last opportunity to fulfil the promises made to the Community of Mkhondo Local Municipality as contained in the 2011 local election manifesto of the ruling party. It further provides an opportunity to consolidate the service delivery course that will impact on the fifth democratic local government elections. It is therefore with a sense of pride and confidence that we present the 2015/2017 IDP review. This is due to the fact that although the municipality traversed this rough course, marred by some community outcry and demonstrations, much was delivered in terms of service delivery. There is hope that the reviewed IDP will further strengthen the service delivery process and maximise community participation in the affairs of the municipality. This will ensure that the municipality becomes responsive to the needs of the community. All the planned projects contained in this review are informed by community needs identified through the legislated public participation meetings conducted in October/ November 2014. The plan is also guided by both provincial and national priorities.

Our commitment as a municipality is to carry on the legacy built over the 22 years of democracy in South Africa. We have hope for a better future for we know that by working together with our stakeholders we can and will make strides towards improving service delivery and development facilitation. This IDP is a reflection of a collective work championed by the Municipal Council, engineered by the administration (of all spheres of government) and supported by the communities of Mkhondo. As the Municipal Manager I would like to thank the political leaders of Mkhondo Municipal Council for their commitment to the people they were elected to serve as this was manifested in the many community participation meetings we held in all the 19 wards of the municipality. In addition, I would like to thank the officials of the municipality and sector departments that provided the information that made the IDP a credible document which reflects commitments that will be implemented during the 2015/17 financial year.

The 2015/17 financial year will be a year of consolidating the provision of water as Mpumalanga provincial government's priority. Other basic service delivery priorities like human settlements, public works, water and sanitation, waste removal and electricity will also receive attention. Our priorities and programmes for 2015/17 will also capitalise on the fact that the entire Mkhondo municipality is a designated Comprehensive Rural Development Programme (CRDP) site. This helps to ensure that more sector departments bring more projects to the municipality. This arrangement requires the municipality to ensure that proper institutional arrangements are put in place to manage and monitor the CRDP programme. All the CRDP projects planned by other sector deportments for implementation in Mkhondo municipality are also included in this review. In addition projects planned by other business organisation also form part of this document.

To live up to the requirements of CRDP the municipality is also required to assist the community organise itself into co-operatives so as to take advantage of the project implementations. The Local Economic Development initiatives will also be intensified. It is also heartening to note the existence of improved relations between the municipality and the Gert Sibande District Municipality (GSDM) as best practice dictates that true municipal success lies, among other things, in the robust collaboration between district and local municipalities. We hope there will be effective communication when the implementation of GSDM projects is rolled out. By the same token, we expect sector departments and state-owned enterprises to strengthen their relations with the municipality by attending our meetings of the IDP Representative Forum and liaising with our ward councillors and the municipality when engaging with communities, so that all of us can speak with one voice as development partners. I hope your reading of this IDP will inspire you to avail yourself as a partner of Mkhondo Municipality in service delivery.

MR. MJS MABUZA

MUNICIPAL MANAGER

CHAPTER 1

1. INTRODUCTION

Section 25 (1) of the Local Government: Municipal Systems Act 32 of 2000 stipulates that 'each municipal council must, within a prescribed period after its elected term, adopt a single, inclusive and strategic plan for the development of the municipality'. The Mkhondo Local Municipality has completed its 2011-2016 cycle of Integrated Development Plan (IDP).The second IDP of Mkhondo Municipality was approved by Council in May 2011.Therefore; this IDP represents the second review of the current IDP cycle In terms of section 34 of the municipal system act.

The above section also mentions that an Integrated Development Plan has the following functions:

(a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;

(b) Aligns the resources and capacity of the municipality with the implementation of the plan;

(c) Forms the policy framework and general basis on which annual budgets must be based;

(d) Complies with the provisions of this Chapter (chapter 5 of the above Act); and

(e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

As a process to produce this principal long-term strategic plan, Mkhondo Local Municipality embarked on a detailed public participation process and consultation meetings from the 20 of October 2015 until the end of 10 November2015, for the 2016-2017 Integrated Development Planning process. The public consultation process will be conducted during year 2015 for the Draft IDP and 2016 for final Integrated Development Planning. Officials together with honourable councillors went all out to participate in the meetings across all 19 wards in the municipality.

In all its endeavours, Mkhondo Municipality is also committed to achieve the following broad goals:

- Build local economies to create more employment, decent work and sustainable livelihoods;
- Improve local public services and broaden access to them;
- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

In addition to the above goals, there is a need to contribute to the implementation of the Expanded Public Works Programme (EPWP). This should be done in an attempt to create jobs, which can be accelerated through mobilisation of social partners, such as local industries, state-owned enterprises and government departments.

The purpose of this document is to describe the planning and implementation processes that will be followed by Mkhondo Local Municipality to deliver on its mandate through being a developmental local municipality. Critical in this document are the five development priorities of the municipality, which are the national Key Performance Areas for local government, namely:

- **Basic Service Delivery (priority number one)**
- **Municipal Institutional Development and Transformation (priority number two)**
- **Local Economic Development (priority number three)**
- **Financial Viability and Management (priority number four)**
- **Good Governance and Public Participation (priority number five)**
- **Spatial and Rational (priority number six)**

These five development priorities give rise to integration of the municipality's plans and implementation efforts.

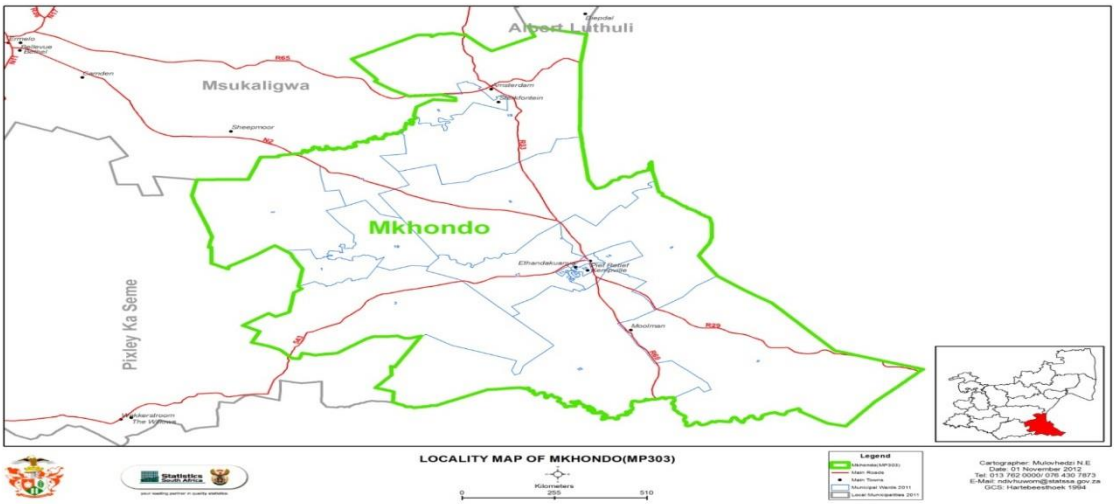
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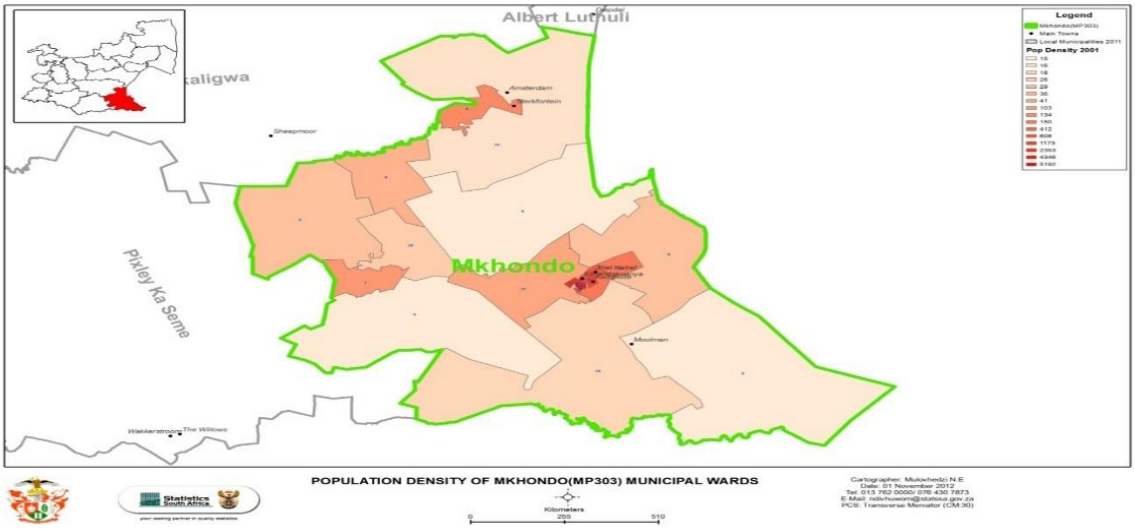
- **Chapter 1: Situational Analysis**
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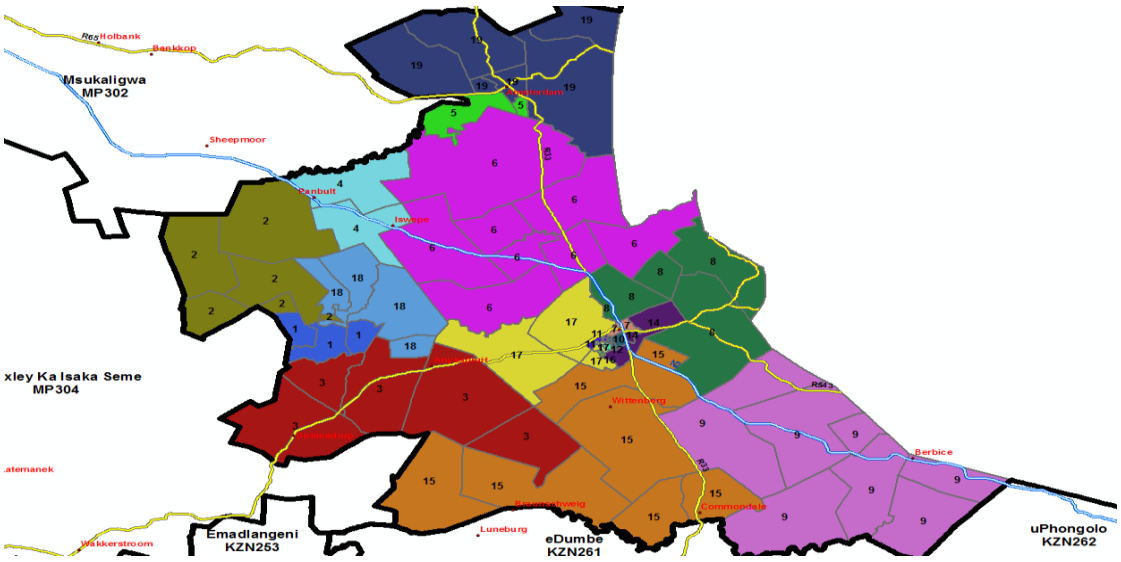
1.1 SETTLEMENT PATTERN

The Mkhondo Local Municipality is located in the Gert Sibande District Municipality, and is one of seven local municipalities located in the District as reflected on **Figure 1**. It is bordered by Pixley Ka Seme to the west, eDumbe Municipality to the south and Pongola Municipality to the west in KwaZulu Natal, Msukaligwa and Albert Luthuli to the north, and Swaziland to the east. The east of the Mkhondo Local Municipality is located in EMkhondo town in the central part of the municipal area.

Figure 1: Mkhondo Local Municipality Maps







The municipality extends over an area of approximately 5000km² and accommodates just 171 982 people residing in 19 wards (census 2011). The area includes the following urban nodes:

- eMkhondo(Town)
- eThandakukhanya
- Amsterdam
- kwaThandeka

And the following rural nodes/settlements:

- Driefontein
- kwaNgema
- Mahamba
- Dirkiesdorp
- Iswepe
- Stafford
- eNtombe
- Commondale,

The first order urban area in Mkhondo LM is eMkhondo/eThandakukhanya. EMkhondo is located on the N2 where the R543 (Volksrust-Swaziland) and R33 (Vryheid-Amsterdam) intersect. It is surrounded by forestry plantations and much of its economy originated from this source. Few timber producing companies are located within the municipality, including Mpact, Tafibra and PG Bison and Normandien which are national businesses. It boasts a well-diversified economy, including components from all sectors, from manufacturing to personal services, real estate and tourism. It is also strategically situated in respect of rail and road freight transport as well as tourism hence it taps from several sources of revenue. The town is fully serviced and contains tertiary social services which meet local, municipal as well as regional needs.

EThandakukhanya is situated on the outskirts of eMkhondo and is largely a dormitory town, though in general it has access to engineering and social infrastructure. However, economically it depends on eMkhondo and the surrounding forestry and rural areas.

The second higher order urban area in Mkhondo is Amsterdam/KwaThandeka, which is situated at the intersection of road R65 from Ermelo to Swaziland and road R33 from Carolina to eMkhondo. The town is situated amidst the forestry zone of the district and therefore its origins are in agricultural / forestry support. The urban area is serviced with engineering and primary social infrastructure, though local roads are in a poor condition.

Apart from the above, there are also several rural nodes in the Mkhondo municipal area which fundamentally have an agricultural / forestry support function. Many of these rural settlements are located close to a main arterial and abutting railway station where some manufacturing or processing activity is taking place. There are minimal social, engineering and commercial services and, consequently, only basic needs are met. Rural nodes include, amongst others, Driefontein, KwaNgema, Dirkiesdorp, Iswepe, Rustplaas and eNtombe.

1.2 MINING, INDUSTRY AND FORESTRY

There are several scattered pockets of mining in the Mkhondo local municipality. The main concentration of mining in the municipality is situated in the west of the municipality (south of Heyshope Dam). Coal mining in the west of the municipality causes soil contamination, pollution of local watercourses through acidification, groundwater pollution, and emission of atmospheric pollutants, which should be minimized.

Forestry is the dominant land use in the Mkhondo Local Municipality. It stretches across the entire eastern and central regions and peters out to the west of eMkhondo. Mondi, Sappi, TWK and SAFCOL are the major companies which lead the forestry industry in the area. Over the years they have turned a lot of their attention to preserving sensitive areas within their forestry plantations. Mondi is very involved in a wetlands project which aims to protect and rehabilitate important wetlands in South Africa. SAFCOL has a small protected area near Amsterdam in the south east.

There are timber plantations which are owned by the municipality. Therefore, the municipality is planning to establish a municipal entity that will maintain the forestry enterprise on its behalf, as the municipality has minimal or no expertise regarding forestry.

1.3 AGRICULTURE

Unlike other municipalities located to the west of Mkhondo in the Gert Sibande District, agriculture is not the predominant land use in the Mkhondo Local Municipality. Forestry is predominant, while unimproved grassland used for stock grazing comprises most of the rest of the land within the municipality. Cultivation of commercial crops is scattered in small areas across the municipality, while a very small concentration of semi-commercial / subsistence agriculture is situated in the vicinity of Heyshope Dam. The predominance of forestry land use and the low cultivation of agricultural land can be partly explained by much lower soil fertility in this municipality when compared to soil fertility in more westerly municipalities.

1.4 CONSERVATION AND TOURISM AREAS

A number of SA Heritage Sites are found in this municipality. These include the following:

- The Athole Nature Reserve
- Entombe Battlefield
- Rooikraal
- Confidence
- Kalkoenvlakte
- Heyshope Dam

The Mpumalanga Parks Board manages the Witbad Nature Reserve, while there are also a number of Private Nature Reserves and Conservancies which include:

- Morgenstond Nature Reserve
- Amsterdam Conservancy (which incorporates the Athole Nature Reserve).

It should also be noted that the Enkangala Grassland Biosphere Reserve starts in the south western corner of the municipality and spreads in a westerly direction. This initiative is vital towards the conservation of the valuable grassland biome in the area.

Tourism is dominated by guesthouse facilities around the town of eMkhondo which cater for weekend and transit travel, while conservancies and private reserve developments are increasing in the Ngwempisi and Assegai River valley and catchments. The N2 linkage through Mkhondo is the major tourism link connecting northern KZN and the Mpumalanga / Limpopo Lowveld areas to one another.

The mountains south of Dirkiesdorp and high grassland escarpment to the west in the region hold high bio and scenic diversity. The potential could be realized via appropriate sustainable private sector or corporate investment. Facilities associated with Heyshope dam (compared to the Jerico Dam) appear limited. Significant potential exists for community investor partnerships on (traditional) land adjacent to the dam.

1.5. TRANSPORT NETWORK

The N2 is the only national road which traverses the area. It is an important tourist and freight transport route connecting Gauteng with the KwaZulu Natal north coast and Richards Bay. Though a national road, the road needs to be upgraded and maintained, given its important connecting role. Three provincial roads traverse the area. These include:

- R33 from the N17 in the north, through Amsterdam and eMkhondo to Vryheid in the south;
- R65 between Ermelo and Swaziland via Amsterdam.
- R543 between Swaziland and Volksrust via eMkhondo.

All these roads are tarred but in fairly poor condition and therefore need to be upgraded and maintained. The local roads in the area are tarred, gravelled or graded. All need maintenance, especially in the rainy season

A freight railway service exists leading from Ermelo in the north to the north coast in the south via Vryheid. The system does not cater for passenger, only goods transport.

There is a minor airfield in eMkhondo, which would accommodate small aircraft and day flights.

1. 2. MKHONDO MUNICIPAL PROFILE

1.2.1 VISION, MISSION AND CORE VALUE

The following represent the Vision, Mission and Core Values adopted by Mkhondo Local Municipality.

VISION

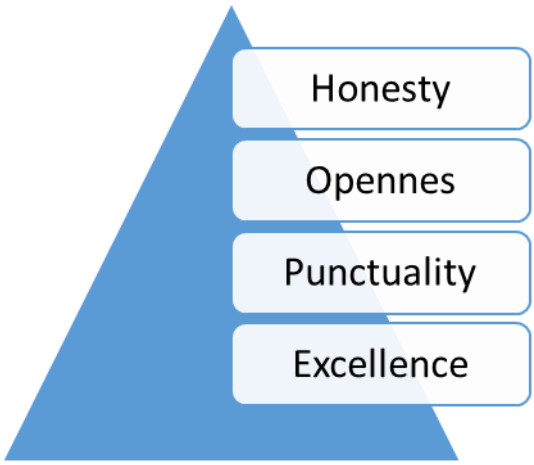
A community-driven, tranquil and model municipality of excellence

MISSION

We are committed to deliver quality and sustainable services that will enhance a healthy, economically viable, and better life for all.

MUNICIPAL CORE VALUE

The activities of the Mkhondo Local Municipality are underpinned by the following core values:



1.3 SUMMARY OF SERVICE DELIVERY ISSUES

Mkhondo Local Municipality is a rural municipality and facing a number of challenges relating to the conditions in which some communities are grabbling with. Namely;

- Lack of access to clean drinking water, some communities depend on streams and rivers which are often shared with livestock.

- Lack of sanitation services such as toilets.
- Lack of proper shelter.
- Lack of electricity.
- Lack of proper access roads, etc.

With the annual allocation of R72 765 000.00 for the 2014/15 financial year, the approved roll over of R3 611 324.00 and the additional R10 000 000 for the implementation of projects in 2014/15 financial year, totaling R86 376 324.00; the municipality was able to commission the following projects.

The municipality has a licenced/permitted landfill site as per the waste Act (NEMA). As time pass-by the cell was disposed in filled up and caused the users of the place to dump all over the site. The municipality had to rehabilitate the site since it was now being used outside the prescript of the Act.

1.4 SWOT ANALYSIS

Based on the information collected as part of the Situational Analysis, the following Strengths, Weaknesses, Opportunities and Threats were identified for the Mkhondo Local Municipality.

1.4.1 STRENGTHS

- Strategic location of municipality – central from Maputo, Swaziland, Durban, Richards Bay,Nelspruit, Johannesburg and Pretoria (±300km radius);
- Rich in certain resources like timber, coal, and water;
- The municipality owns and manages a viable timber plantation business;
- There exists a political will to turn the area around which would moderate potential resistance;
- There are well-established key economic sectors (forestry, mining, agriculture); and
- Municipal land available for development.(shopping Mall in Mkhondo Town, Shopping Complex in Driefontein and Amsterdam, Agri Hub Business and Residentail sites

1.4.2 WEAKNESSES

- Municipality was placed under provincial intervention in terms of Section 139 (1) (b) of the Constitution, of the RSA;
- The municipality is currently financially unsound in terms of income and expenditure caused by debt accumulated in previous years;
- Limited institutional capacity;
- 60% of municipality is rural which makes service delivery difficult;
- Poverty and unemployment;
- Revenue and debt collection;
- Lack of financial resources for service delivery;
- Lack of infrastructure (e.g. shortage of office space), degraded existing infrastructure (especially roads and sewerage system);
- Emergency services are centralised;
- HIV and AIDS increase pressure on social services; reflect on projects
- Insufficient water supply to communities;
- Storm water management;
- Insufficient supply of sanitation services;
- Lack of in-house capacity to deal with, and enforce land use management;
- Low density, spatially distant communities which makes service delivery costly;

- Lack of central, updated municipal database – gaps lead to duplication and misalignment and damages confidence in the municipality;
- Lack of communication outside the organization (excessively intricate systems complicate IGR); also of stakeholder management; and

1.4.3 OPPORTUNITIES

- N2 National road cuts through the central parts of the municipal area;
- Centrally located for industrial development and tourism;
- Existence of Tourism Centre could enhance tourism potential in the area;
- Markets could be established, with beneficiation of forest products to be a focus area;
- High residential demand;
- Land Reform provides opportunities for access to more land and economic benefits for the people;
- Batho Pele principles could enhance service delivery and development in general;
- Strong business community;
- Recycling of waste could provide business opportunities and enhance environmental sustainability;
- Availability of external funding for development and infrastructure; and
- Key partners have already been identified.

1.4.4 THREATS

- Poverty;
- Unemployment;
- Grading of the municipality which leads to a brain drain to other municipalities;
- Staff recruitment / lack of suitably qualified applicants;
- Infrastructure collapse;
- Increasing amount of land invasions and Informal/ unplanned settlements;
- Insecurity of tenure, illegal evictions and land rights violations, particularly regarding labour tenancy;
- HIV and AIDS;
- Water contamination – especially from poor sanitation and mining activities;
- High levels of dissatisfaction and frustration of customers/current residents;
- Regular social unrest;
- Crime and violence;
- Forest and veld fires/ natural disaster;
- Air pollution from industries;
- Poverty and unemployment
- Limited support and co-operation from government departments and state-owned enterprises;
- Unequal access to economic opportunities (especially for youth);
- Illiteracy and low levels of education;
- Lack of formalised public transport system; and
- Spatially not connected to economic hubs.

1.5. DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

Table 1 below compares the population numbers per municipality and per district in Mpumalanga Province between 2001, 2007 and 2011, while Table 2 reflects the Mkhondo population distribution per ward.

Table 1: ***POPULATION PER LOCAL AND DISTRICT MUNICIPALITY, 2001 vs. 2011***

Description	Census 2001	Census 2011
Mpumalanga	3 365 554	4,039,939
Gert Sibande DM	900 007	1,043,194
Albert Luthuli Municipality	187 751	186,010
Msukalikwa Local Municipality	124 812	149,377
Mkhondo Local Municipality	143 077	171,982
Seme Local Municipality	80 737	83,235
Lekwa Local Municipality	103 265	115,662
Dipaleseng Local Municipality	38 618	42,390
Govan Mbeki Local Municipality	221 747	294,538

Sources: STATS SA

According to the census information for 2011 the population shows an increase of 28905.

Table 2: POPULATION PER WARD

Ward Number	Villages/Town	1996	2001	2011
Ward 1	Driefontein(Mkhize Village,New Stand)	6,345	4754	10 133
Ward 2	Driefontein(Mabilisa,Masihambisane)	11,824	8088	16 446
Ward 3	Dirkiesdorp/kwaNgema South	7,878	15925	13 006
Ward 4	Iswepe	6,090	10 343	5862
Ward 5	KwaThandeka, Winnie Mandela	6,032	9501	12 188
Ward 6	Rustplaas	6,003	9759	8277
Ward 7	EMkhondo	6,853	12 303	6083
Ward 8	Maphepheni/Ajax	8,690	12262	9096
Ward 9	Moolman/Sulphur Springs	8,431	14 475	14 030

Ward 10	Thandakukhanya (Kempville, Retiefville & S'godiphola)	4,189	4754	6752
Ward 11	Thandakukhanya(Eziphunzini,Marabas-tad,Magadeni,Sbetha)	4,362	2849	12 321
Ward 12	Thandakukhanya(Long homes,Mafred ,Sbetha, Rich-ardsbay)	5,660	4699	6384
Ward 13	Thandakukhanya(Sbetha,Eziphunzini,Part Mangosu-thu,Zone 5,Part of Phosa village)	4,468	4634	7451
Ward 14	Harmony Park(Mangosuthu)	3,009	10 997	9395
Ward 15	ENtombe	10,411	17 544	8454
Ward 16	Mangosuthu/Phola Park			5 700
Ward 17	Ezinkonjaneni/Phoswa Village			6884
Ward 18	Driefontein(Esibovini,Masihambisane east)			3404
Ward 19	Amsterdam, Thokozani			10120
Total (Mkhondo Local Municipality)		106 248	142 884	171 982
DC30: Gert Sibande District Municipality			900 010	1 043 194

Sources: STATS SA

From Table 1 it is evident that the Gert Sibande District recorded an increase in population (+152 496 people) between 2001 and 2011.

Within the Gert Sibande District the Mkhondo Local Municipality showed the largest increase in population during this period 2007 - 2011(+65 530 people).

Based on these figures the Mkhondo Municipality has an estimated population of 171 982 people.

It is estimated that about 54% of this population reside in the rural parts of the Mkhondo municipality, and about 46% in the urban parts.

This corresponds strongly with Table 2 which indicates that the rural wards (wards 4, 9 and 13) have significantly larger populations than the urban wards in Mkhondo Municipality.

Table 3 depicts some of the most salient demographic and socio-economic features of the population of the Mkhondo Municipality. These can be summarized as follows:

TABLE 3: ***SALIENT DEMOGRAPHIC FEATURES OF MKHONDO LOCAL MUNICIPALITY, 2007 VS 2011 POPULATION BREAKDOWN BY AGE AND GENDER.***

	2011			2001			
age	Males	Females	Total	Age	Males	Females	Total
0 – 4	10949	10737		0 – 4	6.4	6.2	
5 – 9	10423	10657		5 – 9	6.1	6.2	
10 – 14	10113	10043		10 - 14	5.9	5.8	
15 – 19	9980	9946		15 - 19	5.8	5.8	
20 – 24	8452	9006		20 - 24	4.9	5.2	
25 – 29	7192	7371		25 - 29	4.2	4.3	
30 – 34	5145	5406		30 - 34	3.0	3.1	
35 – 39	4562	5079		35 - 39	2.7	3.0	

40 – 44	3822	4350		40 - 44	2.2	2.5	
45 – 49	3093	4180		45 - 49	1.8	2.4	
50 – 54	2449	3343		50 - 54	1.4	1.9	
55 – 59	2060	2768		55 - 59	1.2	1.6	
60 – 64	1512	2064		60 - 64	0.9	1.2	
65 – 69	905	1552		65 - 69	0.5	0.9	
70 – 74	741	1368		70 - 74	0.4	0.8	
75 – 79	362	743		75 - 79	0.2	0.4	
80 – 84	273	665		80 - 84	0.2	0.4	
85+	232	439		85+	0.1	0.3	
Total	82265	89717	171982				

Sources: STATS SA

All age group of the population show an increase between the age group of 15 to 35 especially the youth group is growing.

POPULATION COMPOSITION

All the table below reflects the population of Mkhondo Local Municipality has grown with 29098 during the period of 2001 to 2011, the statistic show the growth or an increase on black African population.

Table 4

GENDER	1996	2001	2011
FEMALE	51 167	75 163	89 719
MALE	47 800	67 912	82 263
TOTAL	98 967	143 075	171 982

Sources: STATS SA

The stats show that there's an increase of 14556 for Female & 14151.

Table 5

The stats show that between the ages of 15-64 the population has extremely increased from the previous years.

Table 6

RACE	1996	2001	2011
Black African	91 554	136 523	162 322
Coloured	502	587	894
Indian/Asian	1063	773	1417
White	6750	5195	6447

Sources: STATS SA

The black African populations are increase by 25799 from 2001 to 2011.

Table 7

SEX RATIOS	1996	2001	2011
MALE	48 673	67 913	82 263

FEMALE	51 714	75 164	89 719
	94	90	92

Sources: STATS SA

The stats show that there's an increase of 21806 for Female & for Male 14350.

Table 8

DISABILITY	1996	2001	2011
MALE	48%	47%	48%
FEMALE	52%	53%	52%

Sources: STATS SA

Table 9

% POPULATION	1996	2001	2011
0-14	37%	40%	37%
15-64	59%	57%	59%
65+	4%	3%	4%

Sources: STATS SA

Table 10

% POPULATION 14-35	1996	2001	2011
% MALE AND FEMALE	41%	39%	39.97%

Sources: STATS SA

Table 11

UNEMPLOYMENT RATE	1996	2001	2011
Employed	21 550	24 216	30510
Unemployed	10 524	20 476	17 123
General %	32.8%	45.8%	35.9%
WOMEN	1996	2001	2011
Employed	7 718	9 553	12 631
Unemployed	6 008	12 224	9 935
YOUTH	1996	2001	2011

Sources: STATS SA

Table 12

Employed	11 585	4920	15 696
Unemployed	7802	8 611	12 313
%	40,24%	63,64%	43,96%

Sources: STATS SA

When we compare the stats show that there was increase of employed youth from 2001 to 2011 by 10776 that show the growth in employment and increases of unemployed in 2011 by 3702.

Table 13

EDUCATION BACK-GROUND	1996	2001	2011
No Schooling	18 000	22 806	15 914
Some Primary	9 214	14 934	14 577
Complete Primary	3 360	4 304	4 543
Some Secondary	12 272	15 260	25 585
Grade 12	5 594	8 674	22 600
Higher than Grade 12	1 759	2 411	4 575

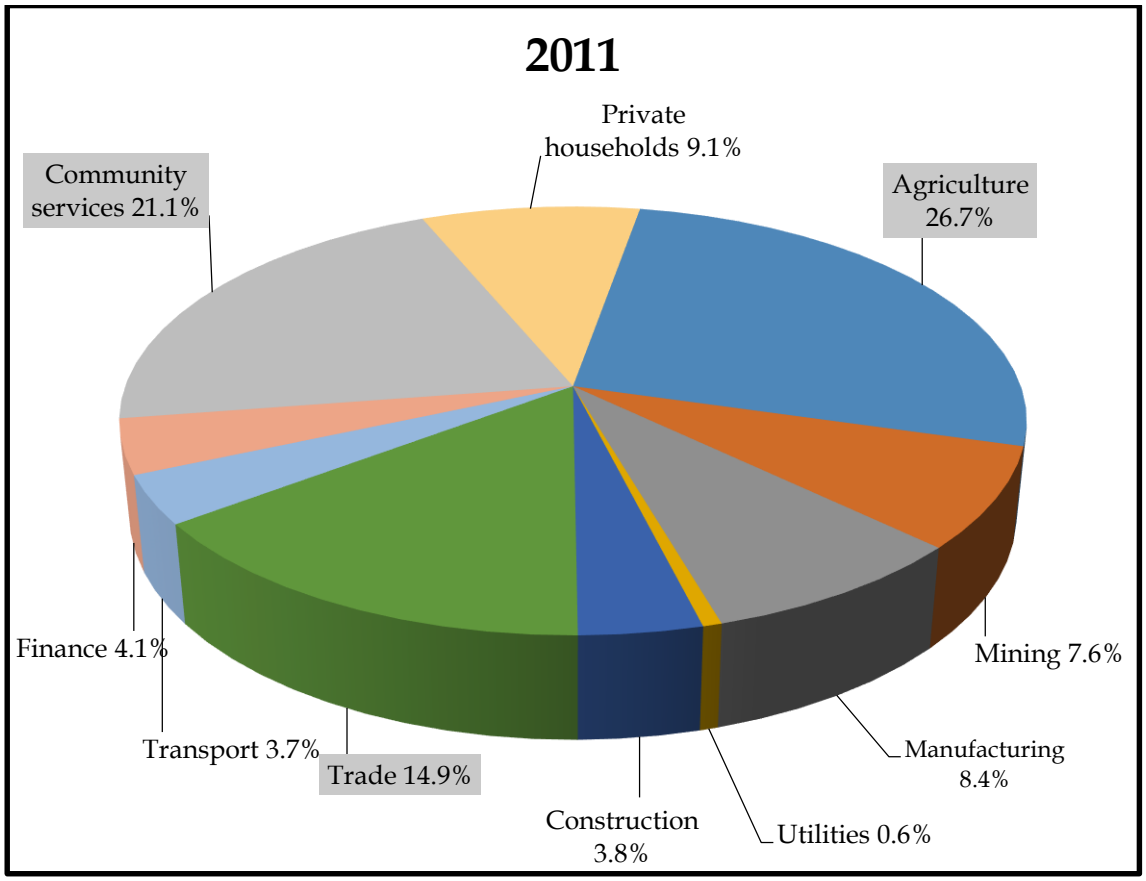
Sources: STATS SA

The percentage male residents in the municipality decreased slightly, while the number of residents with tertiary qualifications (diplomas and degrees) increased significantly which is positive. The percentage of the population with no schooling background also reduced drastically

- The 171 982 people residing in the Mkhondo Municipality represent about 37 433 households at an average household size of 4, 6.
- An estimated 59% of the population is in the age bracket 15-65, while there was an increase in the number of children of school-going age during this period.
- The percentage male residents in the municipality decreased slightly, while the number of residents with tertiary qualifications (diplomas and degrees) increased significantly which is positive. The percentage of the population with no schooling background also reduced drastically.
- Unemployment figures are relatively low at 36%, but it did show a 9.9% reduction from 2001.
- The number of households with access to piped water inside the dwelling/yard also increased drastically from 20 169 in 2007 to 21 927 in 2011 which represents about 67% of all households in the area.
- In terms of Gross Geographical Product the two most important employment sectors are agriculture at 26.7% and community services at 21.1%.
- These sectors are followed by trade at 14, 9% and manufacturing at 8.9%.
- It evidences that the economy is not very diversified still being highly reliant on the agricultural sector.
- The above reinforces the fact that forestry is and will remain an important asset in the region.
- There is little down-stream economic activity and much of the raw timber is exported from the region, which is negative as value-adding opportunities and increased income for the region are lost.
- Reliance on the community services sector is also high, and thus indicative of the social needs provision in the region.

- The urban / rural occupational split seemingly coincides with the general income profile of the municipal area, where as much as 96% of households earn less than R3500.00 per month. These household qualify for government's housing subsidy schemes.
- Although the area has a large economically active population (56%), a total of 43% of the economically active population is unemployed. This indicates that the economy is unable to accommodate these people, which will either lead to the out migration of youngsters and/or an increase in domestic poverty.

1.5. 2 SOCIO ECONOMIC DIAGRAM



1.6. SITUATIONAL ANALYSIS OF KEY SERVICE DELIVERY ISSUES

1.6 1. TECHNICAL SERVICES

1.6.1.1. WATER PROVISION

Mkhondo municipality have 83% direct access to portable and reticulated water either in-house or on site. The remaining 17% of the population obtain water from streams, rivers and boreholes. The

municipality took an initiative to reticulate water to all its villages through internal funding and utilisation of the plumbers trained through MRTT, PHEZUKOMKHONDO and internal Plumbers; however it is still a challenge for the municipality to provide access to portable water for all its residents due to financial constraints. The municipality is in a process of addressing the water provision backlog and sanitation services backlog in order to prevent environmental and health risks. Currently the municipality is abstracting 30%, which is above the licensed amount and are currently installing bulk water meters to quantify the approximate water consumption before the final application is made to Department of Water and Sanitation.

1.6.1.2. SANITATION SERVICES

Sanitation services differ substantially throughout the area. Most of the newer urban areas have access to full sanitation (56%) e.g. eMkhondo, eThandakukhanya and Amsterdam ext 2 and 3, while the older urban areas still rely on septic tanks. A large percentage of the population (41%) (Urban and rural) in the municipal area still rely on pit latrines (VIP Toilets), while 3% have no access to sanitation in their households. The latter figures indicate possible environmental pollution problems and increased health risks. It is clear that sanitation services still need to be upgraded in other wards excluding ward 7 and ward 12 which has 100% sanitation.The municipality has upgraded the Mkhondo WWTW from 4ML/d to 10ML/d to cater for the ever growing households and to improve on the quality of the effluent and Green Drop status as per legislative requirement.

1.6.2.3. ELECTRICITY SERVICES

Slightly over 72% of households in urban areas obtain electricity from the MLM; the remainder of 29% of the urban areas rely on candles for lighting and paraffin, gas and other sources for energy. ESKOM supplies electricity to the rural areas. The municipal areas with the largest concentrations of service backlogs are recorded around eMkhondo/ Amsterdam/kwaThandeka, and Driefontein/kwaNgema.

The main sub station's capacity is 20MVA and currently we operating at 18MVA in summer and 22 MVA in winter, development is affected as we cannot connect new sites including business;. We are presently planning for the upgrade of our main substation to 40 MVA and Department of Energy approved funding for pre engineering for the upgrade. Challenges affecting us include the CPA Policy, Land Owners, Private Lands Municipal Allocation, informal settlement and limited industrial expansions.

1.6.1.4 ROADS AND MAINTANANCE

The state of our roads is partially in an unacceptable condition, projects to upgrade the roads in town has begun as the mark street has been paved, tarred roads are deteriorating and not in a ride able state. Gravel roads (Potholes, crocodile skin) need continuous blading and watering. The Municipality, District municipality and provincial department have engaged to address the state of roads. Rural roads will be re-gravelled continuously as planned.

1.6.2 COMMUNITY SERVICES

Q.6.2.1 WASTE MANAGEMENT

The department of community services ensures that waste services is being rendered to the community of Mkhondo, ensuring that waste is collected on household once per week in a section, the CBD is cleaned daily during the day and at night, refuse mass containers are placed and collected from business and strategic places within the municipal area and also ensuring that the landfill site is being operated according to the minimum requirement standards.

There are however areas within the municipality that have no access to the service yet, plans are there to address this challenge

1.6. 2. 2 SOCIAL/COMMUNITY SERVICES

There are several primary schools distributed widely throughout the area. These are not only centred in the urban areas, but generally also cover the rural areas, which is appropriate given the high percentage of rural based people residing in the Mkhondo area.

There are 15 secondary schools in the municipal area which are located and scattered across the wards, however as the population grows the need for more arises. There is also a Mondi Science and Career Guidance centre which assists in career guidance and youth development for the community of Mkhondo at large.

There is one public hospital and private hospital in the municipal area which are located in eMkhondo. In addition, there are 10 other health facilities which are mainly clinics. Of these, three of the facilities are located in eMkhondo and the other seven are distributed in the area. There are two Alcohol and Drugs Rehabilitation centres, two old age homes, centre for people with disability and two children's home. There is a need for more health facilities in the area to achieve easier access to basic health and family planning services – especially in the rural areas.

There are also four police stations and three post offices in the Mkhondo municipal area.

Waste services is being rendered to the community of Mkhondo municipality, all the urban wards have an access to the service however there are areas that are not receiving the service. The municipality is planning to increase the number of household that will receive the waste management service in the wards that are currently not getting the service.

1.6.3 DISABILITY ISSUES

The census that was conducted by the Stats SA in 2011 revealed that Mkhondo is constituted by more than 1 755 persons with disability. This figure poses direct challenges to the Municipality and government, in particular. Currently, there is lack of human resource in the Transversal Office with only one warm body assigned to deal with the aspects ranging from disability issues to youth development, gender, women, elderly people and children. The Municipality has not yet completed the process of

filling in these positions. The office remains the first point of contact within the Municipality by providing disability advisory services to the target group and entities dealing directly with disability issues. However, the location of the office is not user-friendly as most of persons with physical disability are unable to access it when they are being serviced. In an attempt to assist some of the needy persons with disability, the Municipality recently identified five beneficiaries for wheelchairs who were later referred to the PRH Occupational Therapy Department for assessment, but they could not get help because at some stage the Municipality had to postpone the implementation of certain programmes due to insufficient funds.

Notwithstanding the above, it is acknowledged that the Municipality moved a step further to advertise both the vacant positions of the Target Group Manager and Clerk in the process of addressing the challenge on/before 30 June 2014. Programmes that aim at improving socio-economic conditions of people with disabilities are implemented in partnership with other external stakeholders. Working with other stakeholders, The Municipality has in the past few years been proactive in ensuring that the persons with disabilities are employed either permanently or on contract-basis. The Municipality normally provides necessary resources to persons with disabilities when they intend to participate in different programmes at District and Provincial levels.

The Municipality will continue to pay special attention to convenient programmes that can improve conditions in the workplace, access to assistive devices and Municipal buildings where the Municipal services are being provided. The Municipality intends to increase the number of persons with disability accessing low-cost housing. The Disability Stakeholders Forum will serve as a platform to enhance intergovernmental relations in order to forge partnership of rolling out programmes and projects of mutual interest. The ultimate objective of responding to issues of disability is to align them to the vision of the Municipality of being a “community-driven, tranquil and model of excellence”.

CHAPTER 2

2.1 INTERGOVERNMENTAL RELATION

2.1.1 DISTRICT SDF DEVELOPMENT DIRECTIVES

In terms of the Gert Sibande District Spatial Development Framework, the following are important elements in the municipal area to be considered in development planning:

- The four urban and eight rural nodes which also represent the highest population concentrations in the municipal area and which should be the priority areas to provide infrastructure and facilities not only to serve the local needs, but also that of the surrounding rural communities;
- eMkhondo is proposed to be developed to functionally become the Forestry Hub in the GSDM area;
- Forestry is dominant in the square shaped area between the four nodes in the northern parts of the municipal area;
- Extensive agriculture occurs to the south and far-northern parts;
- The entire Mkhondo area forms part of the Priority Tourism Precinct of the GSDM;
- Routes N2/N17 and R33 should be utilised as catalysts to promote local economic development;
- The central and southern parts of the municipal area are earmarked as Service Upgrading Priority Areas;
- The priority locations for MPCC's (Thusong Centres), apart from eThandakukhanya are at Kwa-Thandeka, Driefontein and Sulphur Springs.

2.1.2 POLICY AND LEGISLATIVE FRAMEWORK

As indicated in section 23 of the municipal systems act 32 of 2000, it is legislative mandate that the municipality must develop and adopt its IDP and it must be reviewed annually in order to meet all the demand and changing circumstances of the organisation and community. The municipal systems Act 32 of 2000 states that each municipality must compile, implement and monitor and evaluate the performance review annually.

2.1.3 NATIONAL AND PROVINCIAL POLICY GUIDELINES

In addition to existing legislation, a range of national, provincial and local development policies and plans exist to further guide and direct development in South Africa. Three of these, namely the National Spatial Development Perspective (NSDP), the Mpumalanga Provincial Growth and Development Strategy (MPGDS) and the Mpumalanga Rural Development Programme (MRDP) are of particular importance in developing an Integrated Development Plan for the Mkhondo Local Municipality.

This section of the IDP briefly highlights some salient aspects of each of the aforementioned plans/policies.

2.1.4 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on research conducted and key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa.

The rationale behind the guidelines is rooted in a government approach of investing in people rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas. The logic of this approach is that investing in people is a more efficient use of government resources as it potentially results in increased opportunity and choice to relocate to high growth areas. Investing in places can leave people trapped in low growth areas without any guarantee that this will attract new investment into the area.

In essence, the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services and the focus of government spending should rather be on the people, i.e. the social development spending. Social development spending may involve developing labour market intelligence, human resource development and health and social transfers. Crucially, this kind of "development spending" is specifically aimed at enabling the South African youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

Following from the broad philosophy and actions put forward by the NSDP, five principles to guide development decisions have also been formulated. A brief summary of each principle is given below:

- **Principle One**: Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- **Principle Two**: Government infrastructure investment—beyond basic service delivery—will be in areas of high development potential or economic growth.
 - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
 - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- **Principle Three**: Efforts to address inequalities should focus on people and not places.
- **Principle Four**: Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- **Principle Five**: Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD and labour market information.

2.1.5 OVERVIEW OF MPUMALANGA PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

Another important government initiative implemented during the past few years is the Provincial Growth and Development Strategy. The PGDS was compiled within the parameters set by the National

Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by the national government.

The PGDS is a **"strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects, within the context of a long-term perspective and taking into consideration resources available and constraints."** Furthermore, the PGDS provides "a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment." In essence, the PGDS is aimed at providing strategic directives to district and local municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that the issues and directives emanating from a PGDS be compatible with the vision, priority areas, and guidelines of SDFs of local and district municipalities.

Flowing out of a thorough SWOT analysis and identified trends, the Mpumalanga Provincial Government has identified six priority areas of intervention as part of the Mpumalanga PGDS, namely:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
- **Human Resource Development** (i.e. adequate education opportunities for all);
- **Social Infrastructure** (i.e. access to full social infrastructure);
- **Environmental Development** (i.e. protection of the environment and sustainable development); and
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

In line with strengthening the intergovernmental planning system and to ensure that there is sustainable growth and development in the province, the PGDS has adopted the following as guiding posts:

- **Internationally**, the United Nation's Millennium Development Goals (MDGs) as reflected in the table below; and
- **Nationally**, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa.

2.1.6 THE UN MILLENNIUM DEVELOPMENT GOALS

NO.	GOAL	NO.	TARGETS
1	Eradicate extreme poverty and hunger.	**1**	Halve, by 2015, the proportion of people whose income is less than $1 a day.
		2	Halve, by 2015, the proportion of people who suffer from hunger.
2	Achieve universal primary education.	**3**	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.
3	Promote gender equality and empower women.	**4**	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015.
4	Improve child health.	**5**	Reduce by two-thirds, by 2015, the under-five mortality rate.
5	Improve maternal health.	**6**	Reduce by two-thirds, by 2015, maternal mortality ratio.
6		**7**	Have halted by 2015 and begun to reverse the spread of HIV/AIDS.

NO.	GOAL	NO.	TARGETS
	Combat HIV/AIDS, malaria, and other diseases.	**8**	Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.
7	Ensure environmental sustainability.	**9**	Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.
		10	Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.
		11	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers.
8	Develop a global partnership for development.	**12-18**	For comprehensive set of targets, please refer to the Millennium Development Goals of the United Nations.

Furthermore, in terms of the Provincial Growth and Development Strategy, the following infrastructure projects and "Programmes of Action" as applicable to the Province in general:

- Upgrading of the Further Education and Training colleges;
- Improving the availability and reliability of infrastructure services such as provincial and local roads, bulk water infrastructure and water supply networks, energy distribution, housing, schools and clinics, business centres, and sports and recreation facilities;
- The development and implementation of multi-purpose government service centres, including police stations, courts and correctional facilities;
- Maximum exploitation of agricultural potential and opportunities;
- Promotion of the arts and culture industry;
- Tourism growth promotion and the preservation and development of heritage sites;
- Export promotion;
- SMME development;
- Extended Public Works Programme (EPWP);
- Local Economic Development (LED);
- Urban and Rural Development Programme; and
- Environmental Management.

2.1.7 MPUMALANGA RURAL DEVELOPMENT PROGRAMME (MRDP)

The Mpumalanga Rural Development Programme (MRDP) was established in 2001, co-ordinated by the office of the Premier and technically supported by the German Technical Cooperation (GTZ) and the German Development Service (DED). The main objective of the Programme is to contribute towards an "improvement of the social and economic situation of the rural poor". The programme focuses on the creation of income and employment in rural areas.

The key concepts of the programme include:

- **Self-reliance/empowerment**: strengthen the self-help capabilities of the communities and emphasise development planning;
- **Economic growth**: encourage local economic development, employment and income generation through the promotion of small and micro-sized rural enterprises and the participation of the private sector;
- **Sustainability**: improve viable and sustainable natural resource utilisation;
- **Outreach**: upgrade and broaden the facilitation of government services to the impoverished;
- **Capacity building**: strengthen, advise and train service providers;

- **Innovation**: develop innovative concepts for public service delivery;
- **Mainstream**: get innovations on track;
- **Coping with HIV and AIDS**: plan, design and implement relevant strategies in order to cope with HIV and AIDS; and
- **Stakeholder participation**: ensuring participation by all concerned.

It is important for the Mkhondo Local Municipality to draw the concepts and principles of this plan down to local level, through spatial development policies and strategies as part of its Spatial Development Framework review process.

2.2 STATE OF THE NATION 11 FEBRUARY 2016

The Year 2016 Also Mark the 20th Anniversary of the Singing into Law by Madiba, Of the Constitution of the Republic .The Singing Took The Place In Sharpeville On 01 December 1996.We Proud Of Democracy And What We Have Achieved In A Short Space Of Time .Our Democracy Solid And Stable. Growing Economy Is Fast at the of Our Radical Economic Transformation Agenda and Our National Development Plan .When Economy Grow Fast It Will Create Job Opportunity.

The Price Of Gold, Platinum, Coal And Other Mineral That Will Sell To The Rest Of World Have Dropped Significantly And Continue To Be Low. Many Of Our State Companies Are Perfuming Well .The South African National Road Agency Limited Has Built Some Of The Best Roads In Gauteng And In Many Parts Of The Country Government Departments To Which They Report, Will Set The Agenda And Identify Key Projects For The Sacs To Implement, Over A Defined Period. Proper Monitoring And Evaluation Will Be Done. Many of our state-owned companies (SOCs) are performing well. The South African National Roads Agency Limited has built some of the best roads in Gauteng and in many parts of the country. These make us the envy of many parts around the globe.

The Trans Caledon Tunnel Authority has constructed dams of varied capacities, thus making it possible for our people to have access to safe drinking water. Eskom, in spite of the challenges, still manages to keep the economy going, against all odds our development finance institutions such as the Industrial Development Corporation or Development Bank of Southern Africa and others have provided finance for infrastructure, various industries and agricultural businesses without fail, even in the aftermath of the global financial crisis. While we prefer that employers prioritize local workers, our migration policy must also make it possible to import scarce skills.

Economic transformation and black empowerment remain a key part of all economic programmers of government. One of our new interventions is the Black Industrialists Scheme, which has been launched to promote the participation of black entrepreneurs in manufacturing. During the State of the Nation Address in February 2015, I announced the Nine-Point Plan to respond to sluggish growth. The draft migration policy will be presented to Cabinet during the course of 2016. The Department of Small Business Development was established to provide such targeted support to small business.

The Nine-Point Plan consists of:

a. Revitalization of the agriculture and agro-processing value-chain;

b. Advancing beneficiation adding value to our mineral wealth;

c. More effective implementation of a higher impact Industrial Policy Action Plan;

d. Unlocking the potential of SMMEs, cooperatives, township and rural enterprises;

e. Resolving the energy challenge;

f. Stabilizing the labour market;

g. Scaling-up private-sector investment;

h. Growing the ocean economy;

I. Cross-cutting areas to reform, boost and diversify the economy;

I. Science, technology and innovation

ii. Water and sanitation

iii. Transport infrastructure

IV. Broadband roll-out

v. SOCs.

Announced programmers for the revitalization of agriculture last year. We introduced the Agri-Parks Programmer, aimed at increasing the participation of small holder farmers in agricultural activities. Furthermore Land reform remains an important factor as we pursue transformation, it must 50/50 policy framework. We have heard the concerns of labour about the Tax Amendment Act that I signed into law in December, following its passing by Parliament. Seven billion rand has been committed in new port facilities, The Company will participate in the supply of anti-retroviral drug to the Department of Health from the 2016/17 financial year.

The EU companies operate inside of South Africa to creating over 350 000 jobs opportunities.in most in the places of economy, health, education, security as well as empowerment of women. People in Elandspoort receive RDP houses but instead of occupying them the will decide if the sell or rent them out to other people.

2.3. STATE OF THE MPUMALANGA PROVINCE ADDRESS 2016

State of the Province Address by Premier DD Mabuza-26/02/2016

As the servants of the people, we are duty bound to reflect on the progress that we are making in changing the lives of ordinary people for the better, building cohesive and sustainable communities, and ensuring that we advance the national goals of building a united, non---racial, non---sexist, democratic and prosperous society.

Ours is a collective commitment towards the attainment of a National Democratic Society founded on the core values of equality, respect, human dignity and the progressive realization of socio-economic rights.

It would be remiss of me not to draw our attention to these two events in particular as they simultaneously highlight, quite starkly, the deep dependence that our people have on our economy, our industries and the jobs that they secure in order to ensure the safety, health and well---being of themselves and their extended families.

Our hearts go out to the families of the victims of the Lilly Mine disaster. As a provincial government, we will continue to provide the necessary support to the affected families as we all come to terms with this horrific tragedy. We must, of course

Honourable Speaker, these seemingly isolated incidents, in their own way, tell the story of our journey so far. We have worked tirelessly for 22 years to eradicate poverty, inequality and unemployment and whilst we have facilitated

The creation of many job opportunities and extended the social safety net through our grants system – we are once again made aware that in life, there are no guarantees – we need a bolder, more resilient, more robust economy.

We need stronger, healthier families, we need a citizenry that is physically, socially and economically mobile, we need graduates, entrepreneurs, professionals and leaders from all walks of life to drive us forward towards the vision that we have for 2030 and beyond.

Progress has been made towards that vision as I do to enjoin us all to embrace a road map to a better future that stands firmly upon the foundations we have laid so far. If we are to consolidate our efforts we must ensure that we have a common vision for our future. This common vision can only be forged through dialogue, through partnerships and through an honest appreciation of the lessons learned, both good and bad.

This is a phase wherein the scaling down of costs must be strategically balanced with the scaling up of growth and delivery – neither an enviable nor an easy task by anyone's measure – but I assure you, we are up for the challenge.

As summed up by the His Excellency, President Zuma, in his recent State of the Nation Address, "A resilient and fast growing economy is at the heart of our radical economic transformation agenda and our National Development Plan (NDP)". We are facing the wind and our efforts are pitted against a global economic downturn, a vulnerable rand, increasing youth unemployment, especially in our contracting mining and agricultural sectors, and of course, the devastating drought that threatens to reverse our gains in the areas of water provision and agricultural production.

In the face of challenges and constraints imposed by the difficult economic environment, we have made some progress: There were 165506 more people employed in Mpumalanga at the end of the fourth quarter 2015 than at the end of the
fourth quarter 2011.

The unemployment rate dropped/improved over the above-mentioned period from 27.4 percent to 25.7 percent. The

share of the population living below the lower-bound poverty line, declined from 37.2 percent in 2011 to 35.9 percent in 2014.The share of the population below the food-poverty line also declined from 25.3 percent in 2011 to 24.4 percent in 2014.In 2011, Mpumalanga's pass rate was 5.4 percentage points below national average and by 2015 it was 7.9 percentage points better/higher than the national NSC pass rate. The share of households that occupied an informal dwelling declined from 10.9 percent in 2011 to 7.6 percent in 2014.

More than 85% of our citizens now have access to basic services such as water, electricity and sanitation. We have acquired and redistributed over 30 000ha of land as part of the land reform programme, and whilst the progress is a little slower than what we had planned, we have also recapitalised and developed 25 commercial farms for our people.
More work still needs to be done as we continue to drive our development and socio-economic transformation agenda.

2.4 MEDIUM TERM STRATEGIC FRAMEWORK

The electoral mandate conceives of establishment of long term national capacity plan that is going to coordinate and integrate government effort as well as monitoring and evaluating the implementation. As the organisation will be looking at the strategic priorities which is economic growth,

- creating decent and sustainable livelihoods,
- economic and social infrastructure, rural development, food security and land reform,
- Access to quality education,
- improved health care,
- the fight against crime and corruption,
- Solid and sustainable communities and sustainable resources management and use.

The main focus in this current period is to minimise the impact of the economic downturn on the country's productive capacity as well as unemployment and poverty reduction and to identify other new opportunities to grow our economy. The mission is to set the country on the higher and solid growth path by the end of the mandate in 2014.

2. 5 GOVERNMENT PRIORITY OUTCOMES

In January 2010, Cabinet adopted 12 Outcomes within which to frame public-service delivery priorities. Cabinet Ministers accordingly signed Performance Agreements linked to these Outcomes. More detailed Delivery Agreements have since been developed to extend targets and responsibilities to National and Provincial Departments, Agencies and Municipalities.

All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets. Below are the 12 Outcomes and the related outputs, together with indicative areas where Mpumalanga Province and Municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitate the work of National and Provincial Departments in realising them:

OUTCOME 1: IMPROVE THE QUALITY OF BASIC EDUCATION

Outputs:
1. Improve quality of teaching and learning.
2. Regular assessment to track progress.
3. Improve early childhood development.
4. A credible outcomes-focused accountability system.

OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY

Outputs:
1. Improve quality of teaching and learning.
2. Regular assessment to track progress.
3. Improve early childhood development.
4. A credible outcomes-focused accountability system.

OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA PROTECTED AND FEEL SAFE

Outputs
1. Reduce overall level of crime.

2. An effective and integrated criminal justice system.
3. Improve perceptions of crime among the population.
4. Improve investor perceptions and trust.
5. Effective and integrated border management.
6. Integrity of identity of citizens and residents secured.

OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH

Outputs:
1. Faster and sustainable inclusive growth
2. More labour-absorbing growth.
3. Strategy to reduce youth unemployment.
4. Increase competitiveness to raise net exports and grow trade.
5. Improve support to small business and cooperatives.
6. Implement Expanded Public Works Programme.

OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH

Outputs:
1. A credible skills planning institutional mechanism.
2. Increase access to intermediate and high level learning programmes.
3. Increase access to occupation specific programmes (especially artisan skills training).
4. Research, development and innovation in human capital.

OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK

Outputs:
1. Improve competition and regulation.
2. Reliable generation, distribution and transmission of energy.
3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports.
4. Maintain bulk water infrastructure and ensure water supply.
5. Information and communication technology.
6. Benchmarks for each sector.

OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY

Outputs:
1. Sustainable agrarian reform and improved access to markets for small farmers.
2. Improve access to affordable and diverse food.
3. Improve rural services and access to information to support livelihoods.
4. Improve rural employment opportunities.
5. Enable institutional environment for sustainable and inclusive growth.

OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

Outputs:
1. Accelerate housing delivery.
2. Improve property market.
3. More efficient land utilisation and release of state-owned land.
4. Investment in infrastructure.

OUTCOME 9: A RESPONSE AND, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

Outputs:
1. Differentiate approach to municipal financing, planning and support.
2. Community work programme.
3. Support for human settlements.
4. Refine ward committee model to deepen democracy.
5. Improve municipal financial administrative capability.
6. Single coordination window.

OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES

Outputs:
1. Enhance quality and quantity of water resources.
2. Reduce greenhouse gas emissions, mitigate climate change impacts, and improve air quality.
3. Sustainable environment management.
4. Protect biodiversity.

OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD

Outputs:
1. Enhance the African agenda and sustainable development.
2. Enhance regional integration.
3. Reform global governance institutions.
4. Enhance trade and investment between South Africa and partners.

OUTCOME 12: A DEVELOPMENT-ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP

Outputs:
1. Improve government performance.
2. Government-wide performance monitoring and evaluation.
3. Conduct comprehensive expenditure review.
4. Information campaign on constitutional rights and responsibilities.
5. Celebrate cultural diversity.

CHAPTER 3

3.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.1 IDP PLANNING PROCESS

The process described into steps below represents the continuous phase of planning; implementation and review. The public participation be

3.1.1 STEPS ON IDP REVIEW PROCESS

While in the process of compiling the IDP then implementation begins after the municipal council adopted the IDP.

- Preparing for review
- Institutional preparedness
- Required IDP process and product improvement
- New information or Knowledge
- Inter-governmental Planning and budgeting information.
- New or updated baseline information.
- Changes to policy or legislation
- More in depth information on priority issues
- Results of feasibility studies and environmental impacts assessment.
- Changing conditions and unexpected events.
- Inputs from stakeholders and constituency

MONITOR

- Pathway, gather and collect relevant information e.g. Public participation is where we collect and identify all the communities priority needs.

EVALUATE

- Assess the impact and implications of relevance information.
- Review of IDP
- Council Adoption
- IDP Implementation
- Performance Management
- Organisational Performance Management
- Implementation Management Information
- Individual Performance Management

The Process Plan has been adopted by the Municipal Council which entails all activities which will take place during the reviewing period of IDP and the Public Participation Programme.

3.1.2. METHOD IN IDP REVIEW

We review our IDP according to the Process Plan. We have followed the A.S.P.I.A methods

THE IDP PROCESS PLAN 2016/2017

ITEM NO.	STAGES IN IDP PROCESS	PROCESS	RESPONSIBILITY	TIME FRAME
1.	PREPARATION	▪ Advertisement of Draft IDP process plan	SM: IDP/LED/Tourism	July 2015
		▪ Adoption of the IDP process plan	Executive Mayor	July 2015
		▪ Advertisement of the Approved IDP process plan	SM: IDP/LED/Tourism	August 2015
2.	ANALYSIS	• Establish consultation forums (IDP Steering Committee	Municipal Manager	8 September 2015
		▪ Establish consultation forums IDP Rep Forum)	Executive Mayor	October 2015
		▪ Briefing on the public participation schedule (first occasion)	Speaker of Council	October 2015
		▪ Public participation meetings (Communities; Key stakeholders & Traditional Authorities)	Speaker of Council	October -November 2015
3.	STRATEGY	▪ Review IDP, set development priorities and development objectives ▪ Agree on Vision & Mission	IDP Steering Committee	24 November 2015
4.	PROJECTS & INTEGRATION	▪ Designs of project proposals, setting of project objectives, targets and indicators.	All Managers	December 2015
		▪ Integration of sector plans into the IDP to address community basic service needs e.g. water, roads, electricity etc.	All Departments	January- February 2016
		▪ Alignment of IDP with National and Provincial Plans	IDP Rep Forum	January 2016

4	**APPROVAL**	▪ Table the draft IDP to Council for adoption	Executive mayor	January 2016
		▪ Advertise the draft IDP for Comments	IDP/LED/Tourism Unit	January – February 2016
		▪ Briefing on the public participation schedule ▪ 2ND Public participation meetings (Communities; Key stakeholders & Traditional Authorities	Speaker of Council	January –February 2016 February 2016
5	**APPROVAL/TABLING**	▪ Consolidate feedback from consultation meetings.	IDP/LED/Tourism Unit	February- March 2016
		▪ Present the consolidated IDP to the IDP Steering Committee	IDP/LED/Tourism Unit	12 March 2016
		▪ Submit consolidated IDP to Mayoral Committee	IDP/LED/Tourism Unit	March 2016
		▪ Table final IDP to Council for approval with a Council resolution.	Executive Mayor	March-April 2016
		▪ Advertise the approved IDP	IDP/LED/Tourism Unit	April 2016
		▪ Submit final IDP to the MEC of Local Government within 10 days after approval	Municipal Manager	April 2016
		▪ Follow-up on MEC's comments for next IDP review	IDP Steering Committee	1-30 May 2016

3.1.3 GOOD GOVERNANCE

Figure 2 depicts the organizational structure of the Mkhondo Municipality. The political component of the municipality comprises Council, which is represented by 5 full-time and 33 part-time councillors' total to 38 councillors.

The Executive Mayor heads the Mayoral Committee comprising four members, while the Speaker chairs the Council meetings.

The administrative component of the municipality consists of six Departments, headed by the Municipal Manager and comprises 458 positions of which including section 57 Managers (HODs) that are filled. The vacancy rates of Mkhondo local Municipality is 30.4%. It needs to be noted that the municipality is in a recovery phase

3.1.4 IDP STEERING COMMITTEE

The IDP Steering committee comprise of the Municipal Manager, General Managers, IDP Manager and senior officials from Provincial and national departments

3.1.4 IDP REPRESENTATIVE FORUM

The IDP Representative forum compose of the Executive mayor as a chairperson , Councillors, Municipal Manager, All General Managers, Senior Managers of the Municipality, Government Departmental, Ward Committees, Community Participation Structures and all Stakeholders.

3.1.5 TRADITIONAL AUTHORITIES

Mkhondo Local Municipality has recognised the chieftancy of The Mthethwa (Madabukela), Mahlobo (KwaNdwalaza) and Yende (Mahlaphahlapha) and Yende (Ongenyaneni) that we have knowledge. The Mthethwa Chiefancy does form part and sits in the Municipal Council meeting in order to take decision in the Municipality.

3. 1.7 INTER-MUNICIPAL PLANNING

In order to ensure integration planning, the municipality needs to involve neighbouring municipalities to the planning process to help with same issues that affect other municipalities. In the meantime will be using IDP Steering committee and district committee to be assisted in the matters raised by the municipalities.

3.2 MUNICIPAL INTERNAL AUDIT

CHAIR PERSON OF THE AUDIT COMMITTEE
REPORT OF THE MKHONDO LOCAL MUNICIPALITY AUDIT AND PERFORMANCE COMMITTEE FOR THE YEAR ENDED 30 JUNE 2015

The Audit Committee is pleased to present its Annual Report for financial year ending 30 June 2015.

1. Background overview

The Audit committee (the Committee) consists of Four (4) members. The same members also constitute the Performance Audit Committee.
The Committee adopted the Charter in the year under review which sets out its fundamental roles and responsibilities. The charter was approved by council and the Committee discharged its responsibilities as per the charter and the requirement of Sec 166 of the Municipal Finance Management Act (MFMA) and sound corporate governance.

Attendance and meetings

The Committee met seven (7) times during the year under review and as per the table below:

NAME OF MEMBER	NUMBER OF MEETINGS	APOLOGIES	Designation/ Office bearer
Adv LT Nevondwe	6	1	Chairperson
Ms C Nyembe	7	0	member
Mr W Khumalo	5	2	member
Mr. J Portgtier	7	0	member

2. Responsibilities of the Audit Committee

The Committee has conducted its affairs in compliance with its approved Charter and has advised the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on the matters relating to:

i. internal financial control and internal audit;
ii. risk management;
iii. accounting policies;
iv. the adequacy, reliability and accuracy of financial reporting and information;
v. performance management;
vi. effective governance; and
vii. Compliance with laws and regulations.

3. Effectiveness of internal controls

The Committee has reviewed reports from Internal Audit and external auditors on the adequacy and effectiveness of internal control systems in the Municipality. The Committee also reviewed the Auditor-General's report on the annual financial statements of the Municipality. In terms of these report, there are some weaknesses in the internal control systems of the Municipality relating to non-compliance with laws, policies and prescribed procedures.

The committee report that management has improved and taken appropriate actions to address the internal control weakness identified by the internal and external auditors in the report. The Committee will constantly monitor progress on implementation of the action plans by management and report to the Council.

4. Effectiveness of Internal Audit

The primary role of the unit is to provide management with assurance on the effectiveness and adequacy of internal control. Internal Audit unit reports administratively to the Municipal Manager and functionally to the Committee. The Committee approved the following administrative documents for the unit:

i. Internal audit Charter
ii. Annual Internal Audit Plan for 2014/2015
iii. Three year Internal Audit Strategic Plan 2014/15 - 2016/17

The committee monitors and evaluate the implementation of the internal audit plan and provide feedback to management on the work performed by the internal audit unit. The committee reports that the internal audit plan for the year ending 2014/2015 was fully implemented by internal Audit staff. The Committee received internal Audit reports and scrutinised them for significant deficiencies. Cognisance is also taken of management comments provided by management and the Committee trust management would implement corrective measures to rectify control deficiencies environment.
The Audit Committee is satisfied with the work performed by the internal audit.
In view of the audit findings, it is imperative that management put in place sound internal control to strengthen its control environment. The Committee also congratulate and appreciate management by appointing 2 more internal auditors to the unit, and would request management to work as a team with the Internal Audit Unit going forward.

5. Review of the Annual Financial Statements

The committee reviewed the Annual Financial Statements for the year ending 30 June 2015 and was able to discuss changes in accounting policies, practices and significant adjustments to be included in the annual financial statements prior to submission to the Office of the Auditor General for auditing. The committee is of the view that the Municipality has improved from previous year issues raised by the Auditor-General, however the following areas need special attention by the Municipality:

i. Employee costs
ii. Budget and Actual comparison
iii. Assets : Property , plant and equipment
iv. Biological Assets
v. Commitments
vi. Provisions
vii. Contract management
viii. Distribution losses
ix. Cash and Cash Equivalents
x. Conditional grants
xi. Property rates
xii. Finance costs versus Cash Flow

6. Performance Management

The Committee has serious concern on Municipality performance information. Quarterly reports on performance were presented to the Committee and were not looking good feedback as well as advice was provided by the Committee to management. We noted a challenge in terms of timeliness of performance reports and non-compliance with the National Treasury Framework for managing programme performance information (FMPPI) which is an area of improvement. The Committee advises the Accounting Officer to pay attention on the findings raised by the Office of the Auditor General regarding performance information.
Management has given the reports like budget versus Actual expenditure together with quarterly performance reports to monitor the spending of budget. The committee noted that there is a need for improvement on the processes.

7. Legal and Regulatory Compliance

The committee was presented with the financial reports for the municipality on a quarterly basis. The committee noted that the compliance to financial requirements as prescribed by MFMA was a priority to Finance department. Submission to Provincial Treasury was done with timeframes. However, the Committee reports that there are some areas on non-compliance with the MFMA, Treasury regulations and policies as per the internal audit reports.

8. Risk Management

The Risk Management Committee has been established to function as a subcommittee of the Audit Committee; however management is requested to ensure the establishment of Risk Management Unit. Further initiatives are required to ensure further embedding of risk management in the Municipality's processes. This would include developing clear guidelines and documented procedures to incorporate risk management into the Municipality's strategic planning processes and the development of performance measurements on an operational level to promote the integration of risk management into the day-to-day operations of the municipality.
The committee is acknowledging that the municipality is in the process of appointing a Risk Manager during the 1st Quarter of 2015/16 financial year.

9. Auditor-General

The Committee concurs with and accepts the conclusions and the audit opinion of the Auditor General South Africa (AGSA) on the annual financial statements and recommends that the financial statements be read together with the report of the AGSA.

Conclusion

I would like to thank my colleagues for making themselves available to serve on this Committee and for the significant contribution that they are making now and in future.
As the Audit Committee, we are pleading with the Management to improve on addressing all the Internal Audit and Auditor General Findings and we call upon everyone to work together so that we can deliver on the mandate of the municipality and achieve a clean audit opinion.

ADV LT NEVONDWE
Chairperson of the Audit Committee

3.3 MKHONDO MUNICIPALITY RISKS ASSESSMENT

1. BACKGROUND

The Office of the Municipal Manager is delegated to coordinate and monitor risk register and perform quarterly evaluations thereof. This report records the results of the 3rd quarter progress for the period from 01st July 2015 to 31th March 2016

2. PURPOSE

The purpose of this report is to provide a progress to date on Risk Management in Mkhondo Local Municipality

3. PROGRESS REPORT

3.1 Evaluation

The evaluation and assessment of the third quarter was done in all the sections on strategic risks of the municipality

3.2 Strategic Risk Assessment Workshop

1.1 Strategic Risks register review was carried out for the municipality during April 2016.

1.2 Anti-Corruption, Fraud and Ethics awareness workshop has been scheduled and planned to be held during the third &fourth quarter of the financial year. The awareness will be conducted by the Office of the Premier to staff members within the following departments; Community services, Corporate Services and Finance and SCM.

SUMMARY OF STRATEGIC RISKS IDENTIFIED

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
Strategic Risks for Basis Services Delivery										
1	Inability to provide of basic services (Water Electricity, Sanitation, Roads and Storm Water) to the community (DP1_1A, DP1_1D)	• Drought due to Climate changes; •Inadequate infrastructure hindering services delivery; •Aging Infrastructure/ lack of regular infrastructure maintenance; • Limited funding for services delivery infrastructure;	**5**	**5**	**25**	• Deploy water tankers to affected areas; from their water source; • Leaks are fixed as and when reported; • Installation of high pressure water tanks <u>Planned Controls:</u> • Water Conservation awareness campaign within the MLM community; • Department of water affairs and sanitation intervention on supplementary raw water;	**5**	**5**	**25**	GM Technical and Acting Senior Manager: Water and Sanitation.

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
						•Increased spending of MIG on Repairs and Maintenance;				
2.	Inability to extend service delivery to the Rural Areas within the borders of the Municipality. (DP1_1D)	• Insufficient MIG funding; • Inadequate support on intergovernmental relations (External stakeholders, i.e. COGTA, Provincial & National Treasury, SALGA, Department of Rural Development) • Ineffective revenue enhancement strategy	**5**	**5**	**25**	• Effective, transparent and inclusive IDP processes; • Effective, transparent and inclusive SDBIP processes; • Effective budgeting and expenditure management processes; • Improved MIG spending to 100%; • Regular monitoring and reporting on spending of MIG funding; • Ad hoc meetings with external stakeholders;	**5**	**5**	**25**	•Municipal Manager & Chief Financial Officer •Chief Financial Officer & Senior Manager Revenue

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
						• Implementation of land invasion policy in place. • Improve Communication lines with the community of MLM with regards to the Municipality's progress in service delivery to the Community and infrastructure;				
Risk No	Risk Identified	Cause factor	**IL**	**II**	**IR**	Mitigating Controls	**RL**	**RI**	**RR**	Risk Owner
Other Strategic Risks										
3.	Inadequate support to the services delivery function or department; (DP1_2A) & (DP1_2C)	• Lack of effective recruitment processes; • Imbalance in human capacity due to Inappropriate allocation human resources;	**5**	**4**	**20**	• Recruitment and selection policy; • Monthly reporting to Mayoral Committee on recruitments for vacant positions;	**4**	**3**	**12**	Senior Manager HR

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
		• Poor records management; • Long turnaround time for staff appointments; Lack of training and staff development; • High staff turnover;				• Developed a time frame for recruitment; • Checklists for recruitment (progress); • Retention strategy plan; • Prioritisation of service delivery function when appointing and allocating human resources;				
4.	Inability to fund initiatives that propel growth of the Local Economy. (DP3_3C), (DP3_3B) and (DP3_3C)	• Ineffective budget; Lack of funding from National Government; process constraints; • Failure to prioritise LED an employment creation tool; • Failure to promote Mkhondo as tourism	**4**	**5**	**20**	• Approved LED strategy; • Annual LED Summit; • LED Forum in place; • Interaction with other stakeholders (Inter -governmental, private sector) • Small business funding i.e. sourcing of material for car washes;	**4**	**3**	**12**	•General Manager: Planning and Development

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
		destination or gateway to KZN and Swaziland.				• Communicating/Creating awareness to the community about the business opportunities available at the municipality; • Develop marketing strategy for Mkhondo Tourism.				
5.	Inability to align spending to service delivery needs of the community. (DP4_4A)	• Failure to align IDP, SDBIP and Annual Budget; • Ineffective budgeting process which; • Lack of community involvement in the budget process; • Poor planning and monitoring of expenses	**5**	**5**	**25**	• Approved budget by Council; • Budget consultative process implemented; • Mid-year review and revision of budget by Council • Budget policies approved by Council; • Fully fledged budget and reporting unit; • Oversight by Treasury	**4**	**4**	**16**	

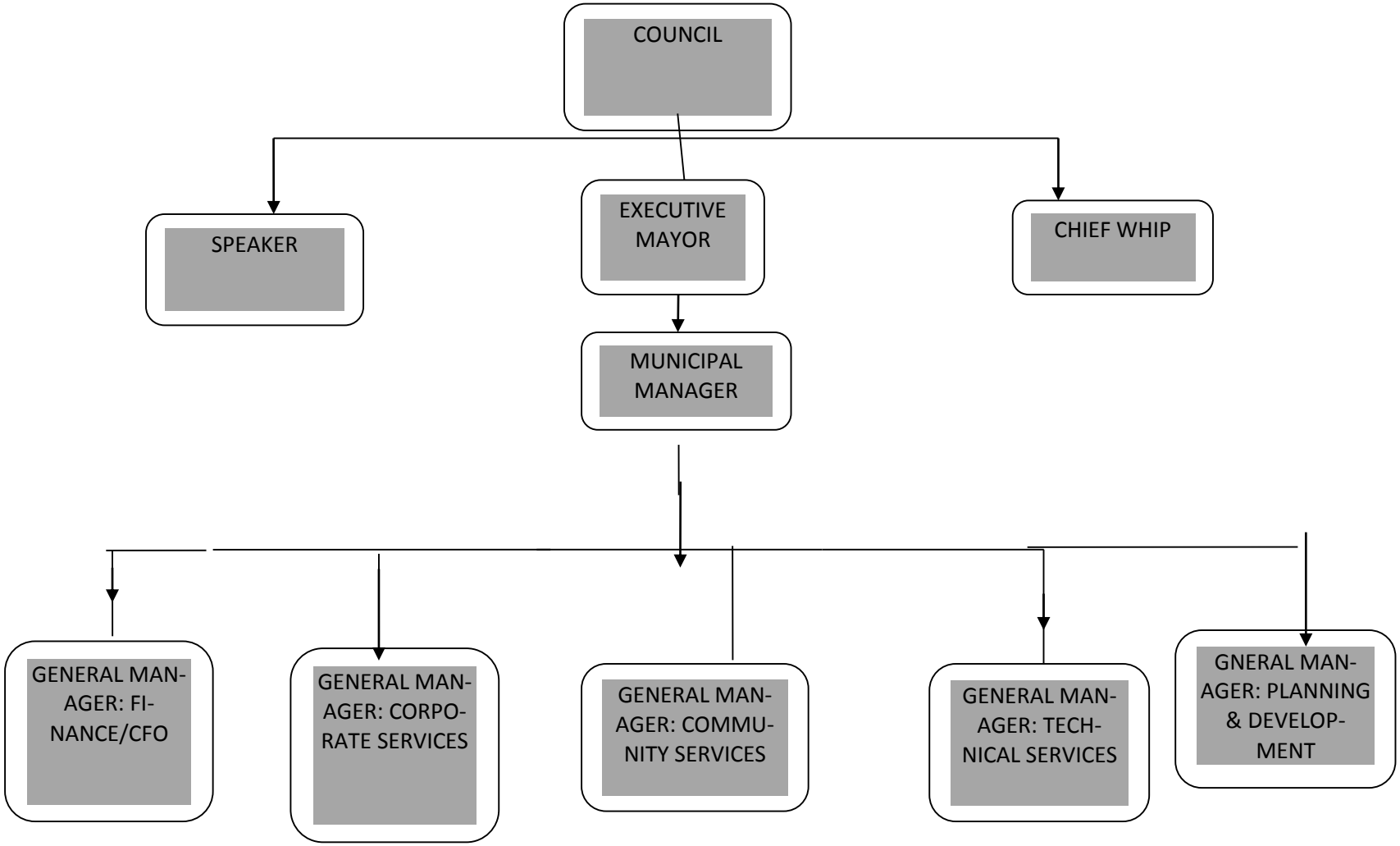
Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
		from the various municipal departments • Budget not fully funded • Unauthorised expenditure • Misallocation of expenditure to votes • Lack of procedure manuals for budget confirmations • Obsolete line items on chart of accounts • Unauthorised virements				• Strict access control amend budget information on munsoft; • All expenses are certified for budget availability before procurement process can begin; • Monthly expenditure monitoring through S71 reporting and other in year monitoring (IYM) reports;				
6.	Lack of proper financial management processes. (DP4_4B).	• Low payment rates for municipal services; • Incomplete revenue;	**5**	**4**	**25**	• Revenue enhancement strategy;	**4**	**4**	**16**	CFO

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
		• Lack of asset maintenance plan • Non-compliance with internal controls (movement of assets without updating register, driving without permission) • Incomplete and inaccurate asset register; • Non-compliance with fleet management policy; • Lack of capacity in the assets management unit;				• Updated Asset register in place (updated monthly) • Fleet management policy • Asset management policy • Bi• annual asset verification;				
7.	Ineffective contract management. (DP1_1A) & (DP1_1B)	• Unclear OR Unarticulated contractual terms;	**4**	**5**	**20**	• Contracts are kept centralised at legal services and CFO Office;	**4**	**3**	**12**	CFO

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
		• Non-compliance with contractual terms and obligation by service providers;				• Monthly monitoring of contractor's performance and reporting to Council • Contractors appointed through formal SCM process • Standard terms and conditions • Review of all contracts by legal services				
8.	Lack of adequate governance, Transparency and inclusion. (DP5_5A), (DP5_5B) & (DP5_5C)	• Section 79 committee not meeting as per schedule • TROIKA (Executive Mayor, Speaker and Chief whip) Unhappy	**4**	**4**	**16**	• Meeting schedules • Meeting minutes maintained • Attendance registers maintained • Committee charters and ToR	**3**	**2**	**6**	Municipal Manager

Risk No	Risk Identified	Cause factor	IL	II	IR	Mitigating Controls	RL	RI	RR	Risk Owner
		with the quality of submissions to section 79 committee; • Lack of quality reports								
9.	Poor IT Governance and Accountability. (DP5_5C)	•Users no taking accountability over IT areas (e.g., functional requirements, development priorities) •Management not actively involved in important IT investment decision making (e.g., new applications, prioritisation, new technology opportunities) •Lack of training and workshops on ICT Processes	**4**	**5**	**20**	• Governance Framework (CGICT) •ICT Policy • ICT Steering Committee • Management meetings attendance by ICT Manager • Dedicated ICT Manager	**4**	**2**	**8**	•Senior Manager HR •Senior Manager ICT

FIGURE 2: MKHONDO ORGANISATIONAL STRUCTURE



3.4. COUNCIL COMMITTEES

ESTABLISHMENT OF SECTION 80 COMMITTEES

It was RESOLVED that:

3.1 The establishment of Section 80 Committees to assist the Executive Mayor in monitoring the internal departments of the Mkhondo Local Municipality be approved;

3.2 The appointment of the MMC Councillor N C Ndhlovu as the Chairperson of the Financial and Corporate Services Committee be noted;

3.3 The appointment of the MMC Councillor V D Nkosi as the Chairperson of the Forestry, Technical, Community and Planning and Development Services Committee be noted.

3.4 The Section 80 committees be structured as follows:

CORPORATE & FINANCE SERVICES COMMITTEES

- Cllr N C Ndhlovu (MMC)
- Cllr K D Masondo
- Cllr T G F Nhleko
- Cllr T S Nkosi

FORESTRY, TECHNICAL, COMMUNITY AND PLANNING AND DEVELOPMENT SERVICES

- Cllr V D Nkosi (MMC)
- Cllr Z J Mnisi
- Cllr S C Mtshali
- Cllr T E Motha
- Cllr S N Kambule

ESTABLISHMENT OF SECTION 79 COMMITTEES

It was RESOLVED that:

3.1 The re-establishment of Section 79 Committees be approved; and

3.2 The following Section 79 Committee members be appointed:

FINANCE

- Cllr M D Ntuli (chairperson)
- Cllr P S Nhlabathi
- Cllr H A Mncube
- Cllr C G Mtshali (Whip)
- Cllr B T Mabuza
- Cllr L Bosch

CORPORATE SERVICES

- Cllr T E Khumalo (chairperson)
- Cllr M E Phakathi (whip)
- Cllr L V A Mkhwanazi
- Cllr N B Masuku
- Cllr J L I Brussow

TECHNICAL SERVICES

- Cllr M L Yende (Chairperson) (Whip)
- Cllr A T Thwala
- Cllr N L Nhlengethwa
- Cllr S P Kunene
- Cllr S S Mathebula
- Cllr S E Nhleko
- Cllr H C Du Toit

COMMUNITY SERVICES

- Cllr M O Nkosi (chairperson)
- Cllr B J Vilakazi
- Cllr T G Nkosi
- Cllr M E Phakathi (Whip)
- Cllr S J Methula

MUNICIPAL PUBLIC ACCOUNT

- Cllr D M Thwala (chairperson)
- Cllr S R Sangweni
- Cllr J M Phakathi
- Cllr H A Mncube
- Cllr L V A Mkhwanazi
- Cllr C G Mtshali (Whip)
- Cllr J L I Brussow

RULES AND ETHIC COMMITTEE

- Cllr Z E Mthimkhulu (chairperson)
- Cllr M L Yende (Whip)
- Cllr C G Mtshali (Whip)
- Cllr J M Phakathi
- Cllr V W Masuku

LOCAL GEOGRAPHICAL NAME CHANGES (LGNC)

- Cllr P C Langa (chairperson)

- Cllr S S Mathebula
- Cllr M E Phakathi (whip)
- Cllr H A Mncube
- Cllr J M Phakathi
- Cllr L Bosch

3.5 SCHEDULE OF THE COUNCIL COMMITTEE MEETINGS

		JULY		AUG		SEPT		OCT		NOV		DEC		JAN-UAR		FEB-RUAR		MARCH		APRIL		MAY		JUNE
Mon															1									
Tues					1						1				2		1							
Wed	1				2						2				3		2					1		
Thurs	2	LGNC			3		1				3	May oral			4		3					2		
Frid	3				4		2				4		1		5	MPAC	4		1	Rules		3		
Sat	4		1		5		3				5		2		6		5		2			4		
Sun	5		2		6		4		1		6		3		7		6		3		1	5		
Mon	6		3		7		5		2		7		4		8		7		4		2	6		
Tues	7		4	LGNC	8		6	MPAC	3	LGNC	8	LGNC	5		9		8		5	LGNC	3	7		
Wed	8		5	Audit	9		7		4	Fin S79	9		6	C & F Sec80	10	C & F Sec80	9		6		4	LGNC	8	
Thurs	9	C & F Sec80	6		10	C & F Sec80	8	LGNC	5	Audit	10		7	T,C,P Sec80	11	T,C,P Sec80	10	C & F Sec80	7	MPAC	5	Audit	9	LGNC
Frid	10	T,C,P Sec80	7		11	T,C,P Sec80	9		6	Tech /Plan	11	Council	8		12		11	T,C,P Sec80	8		6	Comm S79	10	
Sat	11		8		12		10		7		12		9		13		12		9		7		11	
Sun	12		9		13		11		8		13		10		14		13		10		8		12	
Mon	13		10		14		12		9		14		11		15		14		11		9		13	

Council
Mayoral
T,C,P Sec80
C & F Sec80
Audit
MPAC
Tech /Plan

		JULY		AUG		SEPT		OCT		NOV		DEC		JAN-UAR		FEB-RUAR		MARCH		APRIL		MAY		JUNE
Tues	14	Rules	11		15		13	C & F Sec80	10	C & F Sec80	15		12		16	Audit	15		12	C & F Sec80	10	C & F Sec80	14	C & F Sec80
Wed	15		12	C & F Sec80	16		14	T,C,P Sec80	11	T,C,P Sec80	16		13		17		16		13	T,C,P Sec80	11	T,C,P Sec80	15	T,C,P Sec80
Thurs	16		13	T,C,P Sec80	17	LGNC	15		12		17		14	LGNC	18	May oral	17	LGNC	14		12		16	
Frid	17		14		18		16		13		18		15	May oral	19		18		15		13	Fin S79	17	
Sat	18		15		19		17		14		19		16		20		19		16		14		18	
Sun	19		16		20		18		15		20		17		21		20		17		15		19	
Mon	20		17		21		19		16		21		18		22		21		18		16		20	
Tues	21	May oral	18		22	May oral	20		17		22		19		23	LGNC	22	May oral	19		17		21	
Wed	22		19		23		21		18		23		20		24		23		20		18		22	
Thurs	23		20	May oral	24		22	May oral	19	May oral	24		21		25		24		21	May oral	19	May oral	23	May oral
LFrid	24		21		25		23		20		25		22	Council	26	Council	25		22		20		24	
Sat	25		22		26		24		21		26		23		27		26		23		21		25	
Sun	26		23		27		25		22		27		24		28		27		24		22		26	
Mon	27		24		28		26		23		28		25		29		28		25		23		27	
Tues	28	Corp/Comm	25		29		27		24		29		26	Corp/Comm			29		26		24		28	
Wed	29	Tech/Plan	26		30		28		25		30		27	Fin S79			30	Council	27		25		29	
Thurs	30	MPAC	27				29	Comm S79	26		31		28	Tech/Plan			31		28	Corp S79	26		30	

		JULY		AUG		SEPT		OCT		NOV		DEC		JAN-UAR		FEB-RUAR		MARCH		APRIL		MAY		JUNE
Frid	31	Fin S79	28	Council			30	Corp S79	27				29	Rules					29	Tech /Plan	27	Council		
Sat			29				31		28				30						30		28			
Sun			30						29				31								29			
Mon			31						30												30			
Tues																					31			

3. 6 MKHONDO ADMINISTARTION STRACTURE

The following is a brief summary of the roles and responsibilities of each of these Offices:

3.6.1 OFFICE OF THE EXECUTIVE MAYOR

- Administration
 - Typing
 - Answer telephone
 - Bookings for the Executive Mayor
 - Write minutes of meetings held by the Executive Mayor
 - File confidential documents
- Communications
 - Design of communication structure
 - Define communications objectives
 - Monitor and manage all communications
 - Organize crisis communication
- Target Group
 - Empowerment of Youth, women and people with disabilities.
 - Educate the groups about cooperatives
 - Coordinate youth meetings in all wards
 - Assist the groups when applying for bursaries
 - Coordinate sports event for the groups
 - Educate the groups on detrimental activities such as drugs and alcohol

3.6.2 OFFICE OF THE SPEAKER

- Administration
 - Typing
 - Answer telephone
 - Write minutes held by the Speaker
 - Arrange appointments for the Speaker
 - Bookings for the Speaker
 - Write minutes of meetings held by the Speaker
 - Filing of confidential documents
- Public Participation
 - Encourage public participation
 - Ensure involvement of ward committees & community development workers
 - Coordinate ward meetings
 - Write reports about status quo of wards
 - Arranges transport for public participation

- Community Liaison
 - Ensure that activities of the wards are well known by public
 - Establishment of a relationship amongst all stakeholders

- Planning of future events
- Ensure confidentiality of events to take place
- security, education and information sharing

3.6.3 OFFICE OF THE MUNICIPAL MANAGER

- Administration
 - Typing
 - Write minutes of meetings held by the Municipal Manager
 - Arrange appointments for the Municipal Manager
 - Bookings for the Municipal Manager
 - Filing of confidential documents
- Internal Audit
 - Prepare audit plan for the municipality
 - Schedule and assign work to meet completion dates
 - Estimating resource needs
 - Review and approval of audit programs and time budget
 - Implementation of policies
 - Establishment of procedures covering the scope of audits
 - Review and evaluate work papers of completed projects to be certain that adequate documentation has been gathered and provide an adequate basis for report and confers, advises, initiates, and coordinates with other departments about policies and procedures, coordinate coverage with external auditors
- Audit Committee
 - Responsible for financial management
 - Internal controls and management risks and compliance with laws, regulations and ethics
 - Assists the management board in carrying out its duties as they relate to:
 - Financial management and other reporting practices
 - Internal controls and management of risks
 - Compliance with laws, regulation and ethics
- Legal
 - Legal advice and seeking of legal opinions
 - Evictions
 - Advertisements
 - Management of properties – sale of stands, registration and transfers, legal certificates, lease of flats, houses and hostels
 - Contracts management – Lease, sale of properties, staff contracts, by-laws and policies)

Performance Management

- Review the Municipal performance every quarter
- Prepare performance report

3.6.4 CORPORATE SERVICES

- Administration
 - Facilitation of meetings (Council, Mayoral Committee, Management, Bid Committee, Portfolio Committee)
 - Records management
 - General office correspondence
 - Hiring of halls

- Human Resources
 - Human resources – Organogram, recruitments, benefits management, leave management, job descriptions, equity issues, etc.
 - Human resource development – Skills development
 - Disciplinary matters
 - Labour relations – Disciplinary, CCMA cases, industrial actions

3.6.5 FINANCIAL SERVICES

- Compilation of Municipal Budgets
- General Accounting
- Financial Management
- Supply Chain Management
- Fleet Management
- Asset Control Management
- Financial reporting
- Information and Communication Technology

 IT: Managing of the Municipality's information system, upgrading of software, hardware & operating systems.

3.6.6 TECHNICAL SERVICES

- Infrastructure development, projects, provision of bulk services, project management, and maintenance of infrastructure.
- PMU (Project Management Unit) – The management of capital projects and MIG (Municipal Infrastructure Grant) funded projects.
- Bulk Services – The supply of bulk water, sanitation and roads.
- Quality and control measures for potable drinking water and ensure the quality of effluent released into streams.
- Housing – Informal settlement control, beneficiary identification, contractor support and monitoring and transfers.
- Maintenance – To maintain all infrastructure assets, buildings and facilities belonging to Mkhondo Local Municipality.
- Initiating land development, building control, and providing advice on land reform programme.

3.6.7 PLANNING AND ECONOMIC DEVELOPMENT

- LED (Local Economic Development)
 - Support micro enterprises
 - Support small business development
 - Provide skill training
 - Encourage domestic or foreign investment by providing infrastructure, roads, reducing crime, providing municipal services such as transport, education of regulations which support LED and also ensure good relationship between public and private sector.

- IDP (Integrated Development Plan)
 - Identify the key issues affecting communities/sector/country, determine the priorities among these issues
 - Establishment of IDP forums at all ward of the municipality
 - Ensure invitation of stakeholders
 - Promote access to information by all municipal citizens of the municipality
 - Ensure public participation and public education
- Tourism
 - Encourage adherence to national, provincial tourism policy
 - Database of town hotels, B&Bs, Lodges in the municipal jurisdiction
 - Ensure reduction of crime
 - Ensure that infrastructure development takes place in town
 - Ensure economic growth in town and adventure, sport and conference
- Town Planning
 - Town Planning – Land use management
 - Upgrading of informal settlements,
 - Administration and approval of new developments.
- Forestry
 - Re-establishment of plantation
 - Harvesting
 - Sivilculture
 - Managing of contractors

3.6.8 COMMUNITY SERVICES

- Parks – Establishment and maintenance of greens in residential areas and conservation of riverine/wet-lands.
- Render municipal health services as defined in the Health Act:
 - Safe drinking water
 - Food safety
 - Communicable diseases surveillance
 - Waste management
 - Establishment and management of forestry
 - Libraries
 - Libraries – render library services to the community
- Fire and Disaster Management
 - To attend to all emergency situations where lives and property are in danger
 - Conduct inspections at various shops to monitor compliance with fire regulations
 - Conduct inspections in new buildings
 - Monitor compliance in gas installations
 - Renewal of flammable equipment certificates
 - Implementing of municipal by-laws
 - Attend to complaints (animal related)
- License Office
 - Booking and issuing of learners and drivers licenses
 - Issuing and renewal of driver's license cards
 - Registration of motor vehicles

- Processing applications and issuing of PDPs
- Capturing of Section 56 and 341 and warrants of arrest
- Issuing of permits
- Renewal of vehicles permits
- Application and issuing of Instructor's certificates
- Collection of fees from hawkers
- Business licenses
- Discontinuing of vehicles
- Weighbridge

- Traffic Management
 - Issuing of traffic fines
 - Special duties – vehicle checks, working with SAPF at road blocks
 - Attend accident scenes
 - Mayoral duties
 - Escort duties – abnormal vehicles, funerals and VIPs
 - Testing Station
 - Examinations of drivers and learners licenses by Examiners
 - Eye tests and finger prints for driver's license renewals
 - Examining of heavy and light vehicles for roadworthiness
 - Promote road safety
 - Capturing of section 56 and 341 warranty of arrest
 - Speed checking
 - Point duties by traffic officers
 - Traffic officers visibility

As far as the institutional capacity of the Mkhondo Municipality is concerned, it should be noted that the following plans regulating organizational efficiency are in place: Skills Development Plan, Employment Equity Plan, Gender Equity Plan and Employment Assistance Programme. An Integrated Environmental Management Framework/Plan is in the process of being developed, while the following plans are yet to be drafted: Air Quality Management Plan and Municipal Health Plan.

1. Section 153 (a) of the Constitution stipulates that *"a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the communities and to promote the social and economic development of the community"*. The summary of findings below reflects the capability of the district municipality in responding to the above stated legislative requirements.

KPA	KEY OBSERVATION
Spatial Rationale	**Situational analysis**: The municipality has an understanding of its space in terms of Land Development and NSDP principles as illustrated through the Spatial analysis on page 135 of the IDP which also includes the 5 year focus areas, spatial strategy and Capital Investment Framework although funding has not been identified. However, the IDP should dedicate Spatial Planning as a standalone Key Performance Area instead of a Section. The Gert Sibande IDP can serve as a best practice in this regard. **Strategies & sector plan**: The Spatial Development Framework is in place but its review has not been confirmed to ensure alignment with SPLUMA. The Land Use Scheme is still being development and currently on situational analysis phase. A section on the Provincial Vision 2030 needs to be included in the IDP. **Projects and Programmes**: There are identified projects targeted at giving effect to the SDF proposals although most of them have not been budgeted for. The IDP must include a project for the development of a Land Use By-law and for the review and proclamation of the LUS to align with the by-law. The municipality must make the necessary budgetary provision for the appointment of a Senior Building Control Officer and Land Use Inspector. The IDP should also include a project for an electronic record keeping system. CRDP project needs to be included in the IDP and the section on CRDP finalized – The CRDP Business Plan for 2014-15 has been included, however is dated 2013/14.
Service Delivery	**Situational analysis**: Chapter 2 of the reviewed IDP does provide a summary of the status quo analysis on basic service provision. Further analysis is provided through the elaborate community needs assessment per each ward which has also includes problem statement on each of the needs raised. However, the IDP must also indicate the specific areas which do not have access to basic services. **Strategies and Sector plans**: Human Settlements and Housing Strategy; Blue and Green Drop Improvement Plans and Wastewater Risk Abatement Plan are in place. The WSDP has been a draft since 2011 and it is not even clear if has been reviewed as previously planned. The CIP, Electricity Master Plan, Water Safety Plan, Water and Wastewater Master Plan as well were due for development in the past financial year but the current status is not given in the IDP. ITP and IWMP are shared with GSDM. **Projects and Programmes**: Projects and programmes are identified with funding sources however the budget for operation and maintenance is not provided.
LED	**Situational analysis**: The IDP does indicate the socio-economic analysis of the municipality in terms of the triple challenge of unemployment, inequality in income distribution and poverty. **Strategies & sector plans**: Draft LED strategy has been developed **Projects and Programmes**: The draft LED strategy identifies a number of high impact LED projects and should be immediately implemented upon the approval of the strategy. CRDP and Youth Waste Management programmes are currently being implemented in the municipality. There are other programmes such as finalisation of the LED strategy, establishment of Hawkers Forum, promotion of local youth employment in the municipality, SMME and cooperatives development, Tourism Master Plan etc.
Financial viability	**Situational analysis**: The reviewed IDP does not adequately provide a status quo assessment of the municipality. Key challenges and opportunities in the municipality in terms of revenue collection, billing, asset

	management, valuation roll, Section 71/72 reporting, supply chain, indigent register, water and electricity losses are not indicated in the IDP. **Strategies & sector plans**: The 5 year financial plan is not in place, instead a 3 year financial strategy is in place. Revenue Raising Strategy; Asset Management Strategy, Capital Asset Management Plan and budget related policies are also in place. **Projects and Programmes**: There are no funded programmes identified to implement the financial management initiatives, strategies, plans and policies of the municipality in the current financial year.
Good governance and public participation	**Situational analysis**: The municipality does understand its roles and responsibilities pertaining to promoting accountability, transparency and effective participatory governance. **Strategies & sector plans**: Audit Action Plan, Internal Audit Charter and Plan, Fraud Prevention Strategy, Risk Management Policy and Framework are in place. The status of the Public Participation Strategy, Anti-Corruption Strategy has not been indicated. **Projects and Programmes**: Only few projects and programmes have been put in place to promote good governance and public participation.
Municipal Transformation and Institutional Development	**Situational analysis**: There is an analysis of organisational capacity in the reviewed IDP but is mixed with information from another KPA on Good Governance and Public Participation. Institutional Transformational and Organisational Development as a KPA should be separated from the other KPA in the IDP. The institutional analysis has however revealed that the municipality's vacancy rate has increased from 24% to 30%, that Council committees are established and functional. The analysis on the institutional outlook however does not illustrate whether in terms of powers and functions and institutional arrangement that the municipality has the right capacity to fulfil its legislative mandate in the delivery of services. **Strategies & sector plans**: Performance Management Framework and System, WSP are in place. There is no progress in the development of the HR Strategy, Employment Equity Plan and the cascading of PMS to lower levels. **Projects and Programmes**: The IDP reflect that all vacant posts are funded, however it is not clear where the funding to fill in all the vacant posts will be sourced. There are projects that seem to be supportive of the implementation of the HR Strategy although it is still a draft.
Disaster Management	**Situational analysis**: The municipality only included the summary of Disaster Management Plan in the reviewed IDP. The information provided however does not detail the thorough analysis of all the risks and hazards that the municipality is exposed to. **Strategies & sector plans**: The Disaster Management Plan is available but require a review **Projects and Programmes:** No planned programmes and projects on disaster management have been planned for implementation in the 2014-15 financial year.

PART C

2. The Municipal Systems Act, Section 28 and 29 requires that each municipal council adopts a prescribed process to guide the review of its IDP. This process should therefore in line with the municipal budgeting process as stipulated in Section 21 (a) and (b) of the Municipal Finance Management Act.

3.7 PUBLIC PARTICIPATION

3.7.1 IDP PROCESS FOR 2016/2017

In reviewing the 5-year IDP, a process plan was developed and adopted by Council. In striving to develop an IDP that is responsive to the needs of the community, community consultations were undertaken in line with Section 16 of the Local Government: Municipal Systems Act 32 of 2000.

3.7.2 COMMUNICATION/PUBLIC PARTICIPATION

After the adoption of the Process Plan, a schedule of ward community meetings was drafted as reflected in **Table 4** below, and communities were informed about these meetings. Mkhondo Municipality has a draft on community public participation strategy in place.

3.7.3 WARD COMMITTEE

Ward committee is fully functioning and the meeting are sitting at the recorded dates.

Consultative forums and mechanism for the community participation are as follows:

- Ward Committees
- Mayoral Izimbizo
- Consultation with civic organisations
- IDP Representative forum
- IDP Consultative meetings
- Report on community High demand issues.

3.7.4 PUBLIC PARTICIPATION FOR IDP (OCTOBER/NOVEMBER 2015 AND APRIL 2016)

Apart from a few logistical issues, participation to the process was significant, with almost 100% of the ward meetings having been completed successfully. Detailed needs were captured for each of the wards within the municipal area, and Table 5 below

MKHONDO MUNICIPALITY PUBLIC PARTICIPATION FOR IDP (OCTOBER/NOVEMBER 2015 AND APRIL 2016)

DATE(2nd Quarter)	DATE(3rd Quarter)	WARD	MEETING VENUES	TIME	ALLOCATED HUMAN RESOURCE	
					COUNCILLORS	CDWs
13/10/2015	08/04/2016	13	Skyfin Hall	16:00	CG Mtshali TE Khumalo	S Adewoye Ward Committee
14/10/2015	14/04/2016	10	Kempville Hall	17:00	MD Ntuli VW Masuku	T Mokoena Ward Committee
15/10/2015	14/04/2016	03	Etsheni	10:00	SS Mathebula NL Nhlengethwa	W Ngwenya Ward Committee
16/10/2015	11/04/2016	05	Kwathandeka Hall	16:30	SN Nkambule NC Ndlovu	Q Shongwe Ward Committee
17/10/2015	03/04/2016	06	Harlem	09:00	TS Mafuyeka DM Thwala	M Simelane Ward Committee
19/10/2015	03/04/2016	19	Amsterdam Town	16:00	ME Phakathi JM Phakathi	Z Phakathi S Sukazi Ward Committee
21/10/2015	17/04/2016	11	Eziphunzini Hall	16:00	LVA Mkhwanazi L Bosch	S Hlophe Ward Committee
22/10/2015	17/04/2016	04	Panbult	16:00	GT Nkosi ZE Mthuimkhulu	K Nkosi S Madonsela Ward Committee
26/10/2015	17/04/2016	16	Skyfin Hall	17 : 00	SE Nhleko VD NKosi	W Gamede Ward Committee
27/10/2015	12/04/2016	07	Town Hall	18:00	JLT Brussow VD Nkosi	S Myeni Ward Committee
28/10/2015	17/04/2016	14	River of Life	16:00	ZJ Mnisi HA Mncube	M Nkosi Ward Committee
29/10/2015	07/04/2016	12	Sthuli Hleza Hall	17:00	SR Sangweni BJ Shabangu	W Mhlanga Ward Committee
30/10/2015	19/04/2016	01	Multi-Purpose Centre	12:00	AT Thwala BJ Vilakazi	B Myeni P Hlatshwayo Ward Committee
02/11/2015	03/04/2016	15	Commondale	16:00	KD Masondo BH Msthali	S Nhlapho Ward Committee
03/11/2015	17/04/2016	08	Kleinvrystaat	16:00	SP Kunene SJ Methula	J Msimango Ward Committee
05/11/2015	13/04/2016	02	Sakhisizwe School	14:30	TS Nkosi SC Mtshali	S Simelane T Thwala

DATE(2nd Quarter)	DATE(3rd Quarter)	WARD	MEETING VENUES	TIME	ALLOCATED HUMAN RESOURCE	
					COUNCILLORS	CDWs
						Ward Committee
04/11/2015	13/04/2016	09	Bergplaas	10:00	NB Masuku PC Langa	M Shabalala D Manana Ward Committee
06/11/2015	17/04/2016	17	Skyfin Hall	17:00	MO Nkosi TGF Nhleko	P Mavuso Ward Committee
10/11/2015	14/04/2016	18	Advice Centre	10:00	ML Yende BT Mabuza	Z Yende Ward Committee

3.8: COMMUNITY NEEDS PER WARD

Oct. /Nov 2015 and April 2016

WARD 1

#	Description	Specific Area	Responsible Department
	Roads	All ward	Mkhondo Municipality / GSDM
	Water	New stand,Lindelani,Nkosinathi	Mkhondo Municipality / GSDM
	Toilets	Entire ward	Mkhondo Municipality / GSDM
	Housing	Entire ward	Mkhondo Municipality / GSDM
	Shopping complex	Entire ward	Investors
	Community Hall	Central point	Mkhondo Municipality / GSDM
	Street lights (Apollo floodlights)	All Wards	Mkhondo Municipality / GSDM
	Police station	Central point	DCSSL
	Bridges	New stand and Kwangema North	DPWRT
	Dumping site or Waste removal	RDP/Mkhize village	Mkhondo Municipality / GSDM
	Recreation & Sport facilities (Stadium)	Central point	DCSR
	Agricultural gardens	Entire driefontien	DARDLA
	Job opportunities/skills development centre	Entire driefontien	Business sectors/government
	Kangra Coal mine/community contributions	Entire driefontien	Business sector
	Sanitation	RDP	Mkhondo Municipality / GSDM

Ward 2

#	Description	Specific Area	Responsible Sphere
1	Water	Masihambisane,Nkosinathi, Taaibosspruit, Geelhoutboom, Bernadi(Driehoek), Leiden, Donkerhoek, Kwambilitshisi,Bampoen Kraal,Prospect Farm 1&2.	Mkhondo Municipality / GSDM and DWA
2	Electricity	Masihambisane, Taaibos, Geelhoutboom, Kwabernadi(Driehoek), Nkosinathi, St Helena, Kwambilitshisi.	Eskom and Local Government.
3	Housing	Masihambisane,Lindelani, Mabilisa, Qedela, Nkosinathi, Taaibos,Geelhoutboom,Kwatommy, Leiden, Donkerhoek, Prospect Farm, Bampoen, Kwambilitshisi	DHS &Mkhondo Municipality / GSDM
4	Toilets	Masihambisane, Lindelani,Mabilisa, Qedela,Nkosinathi, Taaiboos 1&2, Geelhoutboom, Kwa Tommy,Leiden, Prospect Farm,Bampoen and Kwambilitshisi.	Mkhondo Municipality / GSDM
5	Grading of Roads	Masihambisane, Lindelani, Mabilisa,Qedela,Nkosinathi, Taaiboos 1&2 , Uhlelo, Geelhoutboom, Donkerhoek,Prospect Farm,Bampoen.	Mkhondo Municipality / GSDM
6	Foot bridge	Masihanbisane, Lindelani, Nkosinathi, Donkerhoek.	DPWRT
7	Cemeteries and fencing	Lindelani	Mkhondo Municipality / GSDM
8	Job opportunities/Skills development Centre	Entire ward	Business sectors
9	Land and High mast Light	Entire ward	Mkhondo Municipality / GSDM
10.	Community Hall	Masihambisane.	Mkhondo Municipality / GSDM
11.	Creche	Masihambisane,	DSD
12.	Police station	Entire ward	DCSSL
13.	Kangra Coal mine/community contributions	Entire ward	Business sector
14.	Tarring of roads	Entire ward	DPWRT

#	Description	Specific Area	Responsible Sphere
15.	Agricultural gar-dens	Entire ward	DARDLEA
16.	Sports Facility	Masihambisane, Lindelani, Nkosinathi,	DCSR
17.	Youth Centre	Entire ward	DSD
18.	Grazing land	Masihambisane/lindelani	Land affairs

WARD 3

#	Description	Specific Area	Responsible Sphere
	Roads		Mkhondo Municipality / GSDM and DPWRT
1	Water	Etheni Entithane,Etshondo esimakade, Nku-luleko 1 Mabola	Mkhondo Municipality / GSDM and DWA
2	Houses	Etsheni Ntshondo,Ntithane Nkululeko 1 & 2 Ematafuleni	DHS and Mkhondo Municipality / GSDM
3	Electricity	Entithane,Etshondo esimakade,Nku-luleko 1 & 2, Ematafuleni	DME and Mkhondo Municipality / GSDM
4	Toilets	Emabola Etsheni Dirkiesdorp	Mkhondo Municipality / GSDM
5	Roads	KwaNgema South Dirkiesdorp and farms KwaNgema South	Mkhondo Municipality / GSDM and DPWRT
6	Bridges	Dirkiesdorp and farms	DPWRT
7	Pedestrian bridge	Dirkiesdorp and KwaNgema South	DPWRT
8	Traffic Humps	Dirkiesdorp and KwaNgema South	Mkhondo Municipality / GSDM
9	Street lights and/or Apollo lights	Dirkiesdorp	Mkhondo Municipality / GSDM
10	Community clinic	Dirkiesdorp	DOH
11	Sports Facility	Dirkiesdorp	DCSR
	Community Halls	Dirkiesdorp and KwaNgema South	Mkhondo Municipality / GSDM
	Crèches	Dirkiesdorp and KwaNgema South	DSD
	Educational Facilities	Dirkiesdorp and KwaNgema South	DOE

#	Description	Specific Area	Responsible Sphere
	Roads		Mkhondo Municipality / GSDM and DPWRT
	Sewer system	Dirkiesdorp/Emabola	Mkhondo Municipality / GSDM
	Land	Entire area	Mkhondo Municipality / GSDM
	Completion of water pipe	Dirkiesdorp and KwaNgema South	Mkhondo Municipality / GSDM
	Sewer net-work	Dirkiesdorp and KwaNgema South	Mkhondo Municipality / GSDM
	RDP houses	Entire ward	Mkhondo Municipality / GSDM and DHS
	Clinic	Entithane,Etshondo esimakade,Nku-luleko 1 & 2, Ematafuleni	DOH
	Community Hall	Entire ward	Mkhondo Municipality / GSDM
	Highmast lights	Entire ward	Mkhondo Municipality / GSDM
	Street lights	Entire ward	Mkhondo Municipality / GSDM
	Creche	Entire ward	DSD
	Youth centre	Entire ward	DSD
	Taxi rank	Kwangema and Dirkiesdorp	Mkhondo Municipality / GSDM
	Stadium	Kwangema and Dirkiesdorp	Mkhondo Municipality / GSDM
	Boreholes	Entithane,Etshondo esimakade,Nku-luleko 1 & 2, Ematafuleni	Mkhondo Municipality / GSDM
	Fencing of cemeteries	Entire ward	Mkhondo Municipality / GSDM

WARD 4

#	Description	Specific Area	Responsible Sphere
1	Water	Khalambazo, NewNkomponi, KwaManqele, Boesman, Watersmit, eMaphongohla, eMsiyane 1&2 Tryson,eMahoxo, eWema, KwaDumdumu, Kwa Dave, Kwa ''Dave'',Kwa Ello, KwaMdub'zane,eVuka, Zoar, Shonalanga,Spanplek, Dutch(Msinyane School), Kwamafufumbe, Kwamakhanga,Kwa'Vo'.	Mkhondo Municipality / GSDM
2.	Sanitation (Toilets)	eMahoxo, KwaMdub'zane,Boesman, eJabulani, Ngwempisi(Pine), Emaphongohla,eZoar,Watersmit, KwaNongena, Kwa 'Dave', eMlazi, Kwa 'Ello', Empumalanga,eKhalambazo,KwaMakhanga	Mkhondo Municipality / GSDM
3.	Electricity	Kwa Dave, eMsinyane 1&2, Ngwempisi, Kwa Tryson, eMahoxo, Dutch KwaDumdumu, eMlazi, KwaVuka, Kwa 'Vo', eMpumalanga,eKhalambazo, KwaMakhanga, eJabulani,eMaphongohla,eDriepan, Kwamdub'zane, eWatersmit,Boesman.	Mkhondo Municipality / GSDM
4.	Housing and Grading of roads	eMsinyane, eWema, Kwa Dave, KwaKhetha and Driepan.	DHS and Mkhondo Municipality / GSDM
5.	School	Msinyane, Panbult High school Primary school Special School for the differently enabled in Iswepe.	DOE
6.	Police station	Iswepe	DCSSL
7.	Library	Msinyane High School	DCSR
8.	Taxi rank	Iswepe	District
9.	Sports facilities	Iswepe	DCSR
10	Dumping site	Iswepe	Mkhondo Municipality / GSDM
11	Abet Centre	Iswepe	DOE
12	Cemetery (esp at RDP settlement)	Iswepe	Mkhondo Municipality / GSDM
13	Shopping Complex	Iswepe	Investors and Business sector
14	Residential Sites	All Areas	

#	Description	Specific Area	Responsible Sphere
15	Old age home	Iswepe	DSD
16	Youth centre		DCSR
17	Highmast lights	In all electrified areas	Mkhondo Municipality / GSDM

WARD 5

#	Description	Specific Area	Responsible Sphere
1	Additional Residential Sites	Entire Ward	Mkhondo Municipality / GSDM
2	Houses	KwaThandeka,Sarasofa,Nkolovane	DOH
3	Sewer pipes	Entire Town Kwa-Thandeka	Mkhondo Municipality / GSDM
4	Community crèche	Extension 4	Mkhondo Municipality / GSDM
5	Pedestrian bridge	From Thandeka to Winnie Mandela Park &Frans to Ka-Thandeka	DPWRT
6.	Sports field renovation	KwaThandeka location	DCSR
7.	Skid fixing	Entire ward	Agricultural Owners
8.	Water-borne sanitation (toilets)	Entire ward	Mkhondo Municipality / GSDM
9.	Job opportunities	Entire ward	Business Sector
10.	Township establishment	KwaThandeka, Winnie Mandela, and the Church sites	Investors and Business Sectors
11.	Closure of a hole	KwaThandeka	Mkhondo Municipality / GSDM
12.	Fencing of schools	KwaThandeka, Winnie Mandela, and Sarasofa	DOE
13.	Creche (early childhood development centre)	KwaThandeka and Winnie Mandela Park Ext 4	DSD
14.	Fire Station	Amsterdam	Mkhondo Municipality / GSDM
15.	More street lights	KwaThandeka and Ext. 1, 2, 3 and 4	Mkhondo Municipality / GSDM
16.	Car wash	Amsterdam	Business sector.
17	Collection of waste	Amsterdam	Mkhondo Municipality / GSDM

#	Description	Specific Area	Responsible Sphere
18.	(Fencing)Prevention of illegal dumping (littering)	Entire ward	Mkhondo Municipality / GSDM
19.	Water	Sarasofa,Nkolovane	Mkhondo Municipality / GSDM
20	Upgrading of landfill site Honey sucking	Amsterdam	Mkhondo Municipality / GSDM
21	Storm water drainage	Amsterdam	Mkhondo Municipality / GSDM
22	Roads maintenance	Entire ward	Mkhondo Municipality / GSDM
23.	Houses	Entire ward	Mkhondo Municipality / GSDM
24	New municipal office	Amsterdam	Mkhondo Municipality

WARD 6

#	Description	Specific Area	Responsible Sphere
1	Electricity	Sgudada, Mapondweni,Bulutshane,Old Belfast, New Belfast,Derby ntintinyane and marondweni,Madalasi, Ndlozane,,Ematshotshombeni,widrand, Ezintulini, Kamavumbuka,Enambe,Rustplaas 2, Kromrivier, Kwadlothovu,Riverside, Emetshisweni, emakhwabane, Kwamanqele,Haarlem,Derby Mission,Emakhaya, Cascade, Blue Koppies and Uhlelo.	Eskom and Local Government.
2	Water	Rustplaas 2, Kromrivier, Kwadlothovu,Riverside, Emetshisweni,Emakhwabane, Kwamanqele. And Uhlelo.	Mkhondo Municipality / GSDM
3	Housing	Sgudada, Mapondweni,Bulutshane,Old Belfast, New Belfast,Derby ntintinyane and marondweni,Madalasi, Ndlozane,Dalia,Ematshotshombeni,widrand, Ezintulini, Kamavumbuka,Enambe,Rustplaas 2, Ezakheni, Haarlem,Derby Mission and Uhlelo.	DHS and Local Government.
4	Bulk sewer line at Rusplaas 1	Rusplaas 1	Mkhondo Municipality / GSDM
5	Toilets	Sgudada, Mapondweni,Bulutshane,Old Belfast, New Belfast,Derby ntintinyane and marondweni,Madalasi, Ndlozane,Dalia,Ematshotshombeni,widrand, Ezintulini, Kamavumbuka,Enambe,Rustplaas 2, Kromrivier, Kwadlothovu,Riverside, Emetshisweni, emakhwabane, Kwamanqele, Ezakheni, Haarlem,Derby Mission and Uhlelo.	Mkhondo Municipality / GSDM
5	Clinics	Rustplaas 1 Ezakheni	DOH
6	Community Hall	Rustplaas one	Mkhondo Municipality and Districts.
7	Satellite police station	Rustplaas Ezakheni	DCSSL
8	MTN Networking	Derby Mission,Sgudada, Mapondweni, Bulutshane,Old Belfast,New Belfast, Derby(Ntintinyane and marondweni)Madalasi, Ndlozane, Haarlem.	Investors and Business sectors.
10	Job Opportunities	Entire ward	Investors and Business sectors
11	Township establishments	Ezakheni Rustplaas Athole farm	Business sectors

#	Description	Specific Area	Responsible Sphere
12	Roads and sports ground grading	Rustplaas one	Mkhondo Municipality / GSDM
13	Elderly Centre	Rustplaas	DSD
14	Day Care Centre	Rustplaas	DSD
15	Youth Centre	Entire Ward	DSD
16	Collection of waste	Whole ward	Mkhondo Municipality / GSDM
17	Grading of the roads	Sgudada, Mapondweni,Bulutshane,Old Belfast, New Belfast,Derby ntintinyane and marondweni,Madalasi, Ndlozane,Dalia,Ematshotshombeni,widrand, Ezintulini, Kamavumbuka,Enambe , Ezakheni, Haarlem,Derby Mission and Uhlelo.	Mkhondo Municipality / GSDM
18	Disable Centres	Rustplaas one and Entire ward	Mkhondo Municipality / GSDM
19	Pension Pay points.	Rustplaas one	Mkhondo Municipality / GSDM
20	Colection of waste	To the Entire ward.	Mkhondo Municipality / GSDM
21	High mast lights	To the Entire ward.	Mkhondo Municipality / GSDM
23	Vending machines for purchase of electricity.	To the Entire ward	Mkhondo Municipality / GSDM
24	Lightning detectors	Emakhwabane and to the Entire ward.	Mkhondo Municipality / GSDM
	Agriculture and comitial farming and Land for Gracing	To the Entire ward	Mkhondo Municipality / GSDM
	Storm water drainage	Rustplaas one	Mkhondo Municipality / GSDM
	Bridge	Rustplaas ,Kwamancele,Amakhaya.	Mkhondo Municipality / GSDM

#	Description	Specific Area	Responsible Sphere
	Cemetery yard.	Rustplaas one	Mkhondo Municipal-ity / GSDM

WARD 7

#	Description	Specific Area	Responsible Sphere
1.	Electricity	Entire ward	Mkhondo Municipality / GSDM and DHS
2.	Water reticulation and Boreholes	Entire wards	Mkhondo Municipality / GSDM
3.	Truck deliveries for water.	Entire ward	DPWRT and Local Government
4.	Housing	New site	Mkhondo Municipality/GSDM
5.	Bulk sewer and sewer network	Entire ward	Mkhondo/GSDM
6.	Toilets	hydroelectricity	Mkhondo /Eskom'plkpk
7.	Clinics		DOH
8.	Community Halls	Central point	Mkhondo Municipality / GSDM
9.	Sate elite Police station	Group 10	Mkhondo Municipality / GSDM
10.	Cell phones network Vodacom and MTN Cell C and other cell phone networks	Draad street and Group 10	Mkhondo Municipality / GSDM
11.	Job Opportunities and skills Development.	Central point	DCSR
12.	Township establishments.		Business sectors
13.	Roads and sports grounds gradings.	Central Point	Mkhondo Municipality / GSDM and Eskom
14.	Tiring of Derby road	Entire town	Mkhondo Municipality / GSDM
15.	And Streets.	CBD	PWRT
16.	Elderly Centres	Hydroelectricity	Eskom and Local Government
17.	Day Care Centres	New high school	DOE

18.	Multipurpose Centre and youth Centres.	Town	Mkhondo Municipality / GSDM
19.	Church Street Hawkers	Municipal Building	Mkhondo Municipality / GSDM

WARD 8

#	*Description*	*Specific Area*	*Responsible Sphere*
1.	Land and Land purchase	Ajax,Gadlanga,Kleinvrystat,Matheni Atalia,Mission, Portgietershoek, Odaka, New Home, Madola, Zand Bank, Kangoweni, Matsheni Khokha.	DARDLA
2.	Water , water pump and Electric pump	Maphepheni, Bothashope, Zand Bank, MMadola,Matsheni, Dr Pols, New Home,Mission, khokha, atalia, portgietershoek, matheni, mooihoek, groenfontein, Kleinvrystat.	Mkhondo Municipality / GSDM and DWA
3.	Clinic	Atalia and Maphepheni, Kleinvrystat	DOH
4.	Electricity	Bothashope, Zand Bank, MMadola,Matsheni, Dr Pols, New Home,Mission, khokha, atalia, portgietershoek, matheni, mooihoek, groenfontein, Kleinvrystat.	
5.	Road Maintanance	Atalia,Bothashope,Ajax,Maphepheni,Matsheni,Houdkop Road and D645 Tar road	Mkhondo Municipality / GSDM
6.	More classes Laboratory Admin Blocks School & Edu Care centre and Grade R	Kemp siding and Kleinvrystat and Madola. Kempsiding,Ajax,Maphepheni,Matheni,Madola Malayini, Dr Pols Farm,Kleinvrystat,New Home and Houdkop 5 clasess per school, 8 classes kemp siding, educare centres in each village. 1st prefereace maphepheni, Dr Pols, malayinini, bothashope, High school at Dr Pols Farm and Kleinvrystat	DOE
7.	Network	Ngoweni,Atalia,Mooihoek (3)	Business sector
8.	Sports facilities	Bothashope,Atalia,Maphepheni,Ajax and Dr Pols	DCSR
9.	Satellite police station	Atalia, Groenfontein and Houdkop. (2)	SAPS
10.	Township Establishment	Dr Pols,Newhome, Atalia and Malayinini.maphepheni	Business Sectors,Churches and Investors.

#	Description	Specific Area	Responsible Sphere
11.	Construction of a bridge	Bothashope, Madola, kacilo,Maphepheni and Malayinini. (6)	DPWRT
12.	Community hall	Maphepheni, Kleinvrystat, Atalia,Ajax,Malayinini.	Mkhondo Municipality / GSDM
13.	LED(Local Economic Development)	Malayinini,Maphepheni,Ajax,Atalia,Dr Pols,Mooihoek,Groenfontein	Mkhondo Municipality / GSDM and Investors.
14.	Taxi Rank/Shelter. Tarring of road and paving	Maphepheni, Ajax,Atalia,Dr Pols,	Mkhondo Municipality / GSDM
15.	Farming ,Fencing and Tractors	Maphepheni/ Bogaat and kwa Cilo, ZandBank, Madola, DR Pols, Bothashope	Mkhondo Municipality / GSDM
16.	Storm Water Drainage	Maphepheni	Mkhondo Municipality / GSDM
17.	Waste Removal	Maphepheni,Ajax,Malayinini and New Home	Mkhondo Municipality
18.	Youth Centre	Ajax, Maphepheni,Atalia,Dr Pols	DSD
19.	Bulk sewer and house connection	Maphepheni, and Malayinini	Mkhondo Municipality / GSDM
20.	Women projects sewing and beads work	Maphepheni/ Bogaat and kwa Cilo, ZandBank, Madola, DR Pols, Bothashop,Ajax,Malayinini and New Home	Mkhondo Municipality / GSDM
21.	Job opportunities	All villages	Mkhondo Municipality / GSDM
22.	houses	Whole ward	Mkhondo Municipality / GSDM
23.	Water and sanitation	Maphepheni/ Bogaat and kwa Cilo, ZandBank, Madola, DR Pols, Bothashop,Ajax,Malayinini and New Home	Mkhondo Municipality / GSDM

WARD 9

#	Description	Specific Area	Responsible Sphere
1.	Water	Mahamba, DelfkomEmbonjeni, eBhedu, Berbies, Bergplaas, kaMahlobo, Wagendrift,Langfontein, Emgubaneni, kaHeaman (farm), kaMabulala, eMkhunyane, kaJacob, Mantonga, Kwarati, Mpumelelo, Ncaneni	Mkhondo Municipality / GSDM
2.	Electricity infills	Delfkom,kaMahlobo,kamabulala, Whole ward	Eskom and Mkhondo municipality
3.	Clinic	Moolman, Delfkom, kaMahlobo (3 central villages)	DOH
4.	Agricultural gardens	KwaMahlobo, Delfkom, Mantonga and wholeward (4 Villages)	DARDLA
5.	Land	10 Village	DARDLA and Mkhondo Municipality / GSDM
6.	Grading gravel roads	37 villages	Mkhondo Municipality
7.	Community hall	Whole ward at Sulphursprings, (6)	Mkhondo Municipality / GSDM
8.	Additional classrooms and Crèche	To the existing schools and whole ward3 per school(	DOE
9.	Housing (PHP or RDP)	300 house few villages and whole ward	DHS
10	Network for Cellphone	Delfkom,Nhlebela Mountain	Business sector
11	School	Mantonga	DOE
12	Sports and recreational facilities	Whole wards	DCSR
13	Pedestrian bridge	Berbices,Nkokhweni,Bergplaas,Kwalutwayi,Stapraand	DPWRT
14	Farming(Fencing and assist with tractors)	Bergplaas,Kwalutwayi,Skapraand	DARDLEA
15	Early childhood development	Entire ward	DSD
16	Land restitution	Reclaiming of Land	DARDLEA
17	Two bridges: from Mpumelelo and Ezimbonjeni	Enkokhweni	DPWRT

WARD 10

#	Description	Specific Area	Responsible Sphere
1.	Stands	Osloop, Retiefville, Kempville	Mkhondo Municipality / GSDM
2.	Housing	Retiefville, Kempville, Magadeni	Mkhondo Municipality / GSDM and DHS
3.	Street Lights & Apollo lights	Magadeni Retief Ville, Retiefville stadium Kemp Ville school, and Champa Road	Mkhondo Municipality / GSDM
4.	Clinic	Kempville	DOH
5.	Stadiums Shelter and renovations flood lights	Retief Ville Kemp Ville Emasenkeni	Mkhondo Municipality / GSDM
6.	Pedestrian Bridge	1.Between Magadeni&Thokozani (eThandukukhanya) 2. Osloop to eThandukukhanya	PWRT
7.	Pedestrian Crossing ramp	On the road from eThandukukhanya where taxis are boarded	PWRT
8.	Building of ramps outside old age home	Magadeni	Mkhondo/ GSDM
9.	Pre-school	Osloop	DSD
10	Multi-purpose centre	Retief Ville	Mkhondo Municipality / GSDM
11	Establishment of community vegetable garden	Entire ward	Garden Owners DARDLA
12	Vacant sites	Entire ward	Mkhondo Municipality / GSDM and DHS
13	RDP houses (PHP)	Retiefville and Osloop	DHS
14	Toilets(VIP)		Mkhondo Municipality / GSDM
15	Water and electricity	Osloop/Old/New stand	Mkhondo Municipality / GSDM
16	New shelters at stadiums,wall fence behind the goal post	Kempville,Reitville and Magadeni	Mkhondo Municipality / GSDM
17	New floodlights at stadiums	Kempville and Magadeni	Mkhondo Municipality / GSDM
18	Tarring of roads	Thokozane and Old location	Mkhondo Municipality / GSDM

WARD 11

#	Description	Specific Area	Responsible Sphere
1.	Housing	Entire ward	DHS and Mkhondo Municipality / GSDM
2.	Water	Eziphunzini	Mkhondo Municipality / GSDM and DWA
3.	Sites & stands	Entire ward	Mkhondo Municipality / GSDM
4.	Crèche	Eziphunzini	DSD
5.	Clinic	Entire ward	DSD
6.	Street lights	Eziphunzini	Mkhondo Municipality / GSDM
7.	Church sites	Eziphunzini	Mkhondo Municipality / GSDM
8.	Dumping site	Eziphunzini	Mkhondo Municipality / GSDM
9.	Electricity	Eziphunzini	Mkhondo Municipality / GSDM and Eskom
10	Toilets	Eziphunzini	Mkhondo Municipality / GSDM
11	Standardized pricing of the hall	Entire ward	Mkhondo Municipality / GSDM
12	Sports facilities and maintenance	Emagadeni	Mkhondo Municipality / GSDM nd DCSR
13	FET College	Entire ward	DOE
14	Foot bridges	Marabastad	DPWRT
15	Storm water drainage	Magadeni Marabastad	Mkhondo Municipality / GSDM and DHS
16	Crèche	Eziphunzini	DSD
17	Vacant sites	Entire ward	Mkhondo Municipality / GSDM
18	Sewer	Eziphunzini	Mkhondo Municipality / GSDM
19	Tarring of roads	Entire ward	Mkhondo Municipality / GSDM

WARD 12

#	Description	Specific Area	Responsible Sphere
1.	Road surfacing And regrading storm water drainage.	RichardsBay, Thanda 1 & 2,Sbetha, Mafred, Longhomes,Mseja,KaNcube and eMoyeni eMaphayinini	Mkhondo Municipality / GSDM
2.	Residential sites / RDP's,Churchsites and business sites	1200 Sites, Long homes, Mafred, Richardsbay, Thanda 1 &2, Sbetha, Mseja, KaNcube and eMaphayinini.	Mkhondo Municipality / GSDM.
3.	Busines side		
4.	Tarring of roads to business areas	Richards bay business area and Emoyeni	Mkhondo Municipality / GSDM
5.	Street humps	Long homes tar road and Thanda business road.	Mkhondo Municipality / GSDM
6.	Pedestrian bridge	Mafred to Phola Park. Emaphayinini to Phola.	DPWRT
7.	Clinic	Thandukukhanya 1	DOH
8.	Library	Thandukukhanya 1	DCSR
9.	Fencing of Community garden	Mafred Homes	Mkhondo Municipality / GSDM
10.	Sewarage	Mafred Homes and Longhomes	Mkhondo Municipality / GSDM
11.	Sport Facilities	Long Homes,Sbetha,Thanda 1 & 2,Mafred,Mseja,KaNcube and Emaphayinini	Mkhondo Municipality / GSDM
12.	Filling up of the hole	Emaphayinini	Mkhondo Municipality / GSDM
13.	New Streets	Emaphayinini	Mkhondo Municipality / GSDM
14.	Mini complex including Thusong service centre	Long Homes,Richardsbay Thanda 1& 2,Sbetha	Business Investors
15.	Community Gardens	Thandukukhanya 2	Business owners

#	Description	Specific Area	Responsible Sphere
16.	Filling of the holes		Mkhondo Municipality / GSDM

WARD 13

#	Description	Specific Area	Responsible Sphere
1.	Water	Phoswa Village	Mkhondo Municipality / GSDM and DWA
2.	Electricity	Mangosuthu,Ext 5 (Eziphunzini)	Eskom and Local Municipality
3.	Opening of passage	Eziphunzini	Mkhondo
4.	RDP Houses	Mangosuthu	Mkhondo Municipality / GSDM and DHS
5.	Grading roads	Mangosuthu, Sbetha, Phoswa and Eziphunzini	Mkhondo Municipality / GSDM
6.	Sport Ground	Ext 5, Eziphunzini & Sbetha Villages	DCSR
7.	Clinic	Entire ward	DOH
8.	Waste management and municipal accounts	Entire ward	Mkhondo/GSDM
9.	Crèche	Phoswa	DSD
10.	Misunderstanding of boundries	Ward 11& 13	Mkhondo
11.	Places for car wash	Sbetha, Phoswa, Ext 5, Mangosuthu	Business Investors

WARD 14

#	Description	Specific Area	Responsible Sphere
1.	Sewer	Mangosuthu	Mkhondo Municipality / GSDM
2.	High School	Between Phola park and Mangosuthu (Skeyfin)	DoE
3.	Skill & Development Centre	Harmony Park	DSD
4.	Roads	Mangosuthu	Mkhondo Municipality / GSDM)
5.	Sport facilities	Harmony Park Mangosuthu	DCSR
6.	RDP houses	Harmony Park Mangosuthu	DHS
7.	Youth centre	Mangosuthu and Phola Park.	DSD
8.	Stormwater drainage	Harmony Park	Mkhondo Municipality / GSDM
9.	Crèche and primary schools	Harmony Park	DOE and DSD
10.	Bridge at Mangosuthu	Mangosuthu	DPWRT
11.	Sewer network for RDP houses	Mangosuthu	Mkhondo Municipality / GSD-Mand DHS
12.	New cemeteries	Mangosuthu	Mkhondo Municipality / GSDM
13.	Multipurpose Centre	Harmony Park	Mkhondo Municipality / GSDM

WARD 15

#	Description	Specific Area	Responsible Sphere
1.	Sewer system Reticulation	Entire ward	Mkhondo Municipality / GSDM
2.	Electricity(Infills)	Emtire ward	ESKOM and LM
3.	Housing	Entire ward	DHS and Local Government
4.	Roads (grading)	Entire ward	Mkhondo Municipality / GSDM
5.	Community Hall	Ntombe Commondale	Mkhondo Municipality / GSDM
6.	Primary School	Tshede	DOE
7.	Bridge	Libaba,Bakenkop,Majikampondo,Commondale	DPWRT
8.	Network		
9.	Clinic	Ekuphileni Bears,Commondale	DOH
10.	Mobile Clinic	Jikagogo,Libaba,Kwasibhodla,Bankenkop,Kwasibhodla, Mgqikane	DOH
11.	Crèche	eNtombe,Ekuphileni,Commondale,Nederland,Libaba, Bears.	DSD
12.	Police Station	Ntombe,Ekuphileni,Bears,Commondale	DCSSL
13.	Grading Sports Field	ENtombe,Ekuphileni , Commondale,Salema, and Entire Ward	DCSR
14.	Stadium	Central Location	DCSR
15.	Highmast lights	Ntombe,Ekuphileni,Ezitholeni	Mkhondo Municipality / GSDM
16.	Pipes	Engodini	DWA and LG
17.	Youth Centre	Ntombe,Ekuphileni,Commondale,Nederland,Libaba,Bears	DSD

Ward 16

#	Description	Specific Area	Responsible Sphere
1.	Sewer system (pipes)	Phola Park New Sites	Mkhondo Municipality / GSDM
2.	Houses	Mangosuthu,harmony	Mkhondo Municipality / GSDM
3.	Water Drainage	Mangosuthu	Mkhondo Municipality / GSDM
4.	Stands and Sites	Old Phola Park/Ntombazana	Mkhondo Municipality / GSDM
5.	Potholes	Phola Park New sites	Mkhondo Municipality / GSDM
6.	Water	Old Phola Park/Ntombazana	Mkhondo Municipality / GSDM
7.	Street lights	Whole ward	Mkhondo Municipality / GSDM
8.	Secondary school	Eskeifing	DOE

Ward 17

#	Description	Specific Area	Responsible Sphere
1	Electricity	Chriss Hani,Phoswa,Ogies Farm, Mgodi,KwaNjuqu Farm,Forestview village	Mkhondo Municipality / GSDM
2	High Must light	Chriss Hani,Phoswa,Ogies Farm, Mgodi,KwaNjuqu Farm,Forestview village	Mkhondo Municipality/GSDM
3.	Waterborne Toilets/VIP	Welvadin Chriss Hani,Phoswa,Ogies Farm, Mgodi,KwaNjuqu Farm,Forestview village,ezink-omeni	Mkhondo Municipality / GSDM
4.	Refuse Removal	Zinkonjaneni and Welvadind	Mkhondo Municipality / GSDM
5.	Youth Centre	Ezinkonjaneni	DSD
6.	Clinic	Zinkonjaneni	DSD
7.	Secondary School	Zinkonjaneni	DOE
8.	Early Childhood Development	Welvardiend,Ezinkon-janeni,Zinkomeni Phola Park	DSD/DOE
9.	VIP toilets	Madanca, Mooihoek,Silin-dokuhle,Zinkomeni,Kleinfon-tein	Mkhondo Municipality / GSDM

#	Description	Specific Area	Responsible Sphere
		, KwaMjuqu, Kwakhumalo.	
10.	Bridges	Kleinfontein	DPWRT
11.	Fencing of cemeteries Clinic FET college Parks and sports facilities	Phoswa,Ezinkonjaneni	Mkhondo Municipality / GSDM
12	Cemetry	Ezinkonjaneni	Mkhondo Municipality/GSDM
13	Dumping Site	Ezinkonjaneni	MLM/GSDM
14	Tarred Road		
15	Street light		
16	Communtity Hall		
17	Township Establishment		Mkhondo Municipality/GSDM

Ward 18

#	Description	Specific Area	Responsible Sphere
1.	Roads	Driefontein	Mkhondo Municipality / GSDM
2.	Toilets	Ematsheni,Esidakaneni,Emazembeni Masihambisane,Ecabangani,Fastis,Esimbomvini Hyshope Dam.	Mkhondo Municipality / GSDM
3.	Houses	Ematsheni,Esidakaneni,Emazembeni Masihambisane,Ecabangani,Fastis,Esimbomvini Hyshope Dam	Mkhondo Municipality / GSDM
4.	Hall	Driefontein	Mkhondo Municipality / GSDM
5.	Library	Driefontein	DCSR
6.	High Mast Lights	Ematsheni,Esidakaneni,Emazembeni Masihambisane,Ecabangani,Fastis,Esimbomvini Hyshope Dam	Mkhondo Municipality / GSDM
7.	Electricity	Heyshope	Mkhondo Municipality / GSDM
8.	Tourism Centre	Heyshope	Mkhondo Municipality / GSDM
9.	Two bridges	Driefontein	DPWRT
10.	Two crèches	Driefontein Heyshope	DOE

#	Description	Specific Area	Responsible Sphere
11.	Sportfield	Driefontein	DCSR
12.	Clinic	Driefontein	DOH
13.	Water	Driefontein	Mkhondo Municipality / GSDM
14	Shopping Complex	Driefontein	Investors and Businesses
15	Job Opportunities	Driefontein	Business sectors
16	Fencing of cementries	Driefontein	Mkhondo Municipality / GSDM
17	Grazing of Land	Driefontein and heyshope dam	Agricultural Owner and DARDLA
18	Sewer Pipes & sewer plants	Driefontein and heyshope dam	Mkhondo Municipality / GSDM
19	Renovation of Heyshope Primary	Heyshope	DOE
20	Storm Water	Driefontein	Mkhondo Municipality / GSDM
21	Fire Station	Ecabangani	Mkhondo/GSDM
22	Satelite Police Station	Ewacembeni	SAPS
23	Boreholes	Heyshope	Mkhondo/GSDM
24	Old age home	Entire ward	DSD
25	Orphange home	Entire ward	DSD
26	High mast light	Entire ward	Mkhondo/GSDM
27	4 bridges	Mabilisa,Old stands, sdakaneni	DPWRT/GSDM
28	2 foot bridges	Old stand, Sdakanen	DPWRT/GSDM

Ward 19

#	Description	Specific Area	Responsible Sphere
1	Water	Thokozani,Stafford,Sihanahana,Westoe,Redlikif and other areas	Mkhondo Municipality / GSDM
2	Electricity	Rural wards: Redklif, Thokozani Mahlabathini Section), Sihanahana,westoe,galek an.	Mkhondo Municipality / GSDM
3	Road construction	Entire wards	
4	RDP Houses	Thokozani, Stafford, Athole Farm	DOH
5	Clinic	Rural Areas special in Thokozane Village	Mkhondo Municipality / GSDM
6.	Streets lights	Amsterdam, Veldskool	DPWRT
7.	Community Hall	Thokozani Village	Mkhondo Municipality / GSDM and DHS
8	Provision of sanitation	Thokozani(Mahlabathini Section), Maswazini, Watersmith,Recliff,Sihanahana.	Mkhondo Municipality / GSDM
9	Storm water and	Amsterdam Town	Mkhondo Municipality / GSDM
10	Waterborne sewer installation	Amsterdam Town	Mkhondo Municipality/GSDM
11	Installation of High must light	Entire wards	Mkhondo Municipality / GSDM
12.	Bridges and Pedestrian sign	Amsterdam town and other rural areas in ward 19 special in Stafford	DPWRT
13	Improve dumping site and waste management	Entire wards	Mkhondo Municipality / GSDM
14	Grade 12	Umlambo School	DoE
15	Shopping Complex	Amsterdam town	Investor
16	ABET	Thokozane	DOE
17	Youth Centre	Thokozane	Mkhondo Municipality / GSDM

Needs reflected per ward in Table 5, **Tables(a) and (b)** below depict the spatial distribution of the various developmental needs (per ward) as determined during the consultation process.

TABLE 20(A): COMMUNITY NEEDS RELATING TO MUNICIPAL COMPETENCIES

IDENTIFIED NEEDS		WARDS																		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1	WATER	X	X	X	X	X	X		X	X						X	X	X	X	X
2	SANITATION	X	X	X	X	X	X		X	X						X	X	X	X	X
3	ELECTRICITY (Household Connections)	X	X	X	X	X	X		X	X					X	X		X	X	X
4	ELECTRICITY (Street-lights/Apollo)	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X		X	
5	CEMETERIES	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
6	ROADS (Levelling & Grading)	X	X	X	X	X			X	X	X					X		X	X	X
7	ROADS (Tarring)							X			X	X		X	X			X	X	X
8	STADIUMS	X	X	X	X	X	X												X	X
9	HALLS	X	X	X			X		X	X	X	X						X	X	X
10	HALLS (FURNISHING &FENCING)				X	X										X		X		X
11	STANDS/SITES					X	X				X	X					X		X	
12	SPEED HUMPS					X	X	X		X	X	X	X	X	X					

Table 6(b) Community needs relating to provincial competencies

3.9 CONCLUSION

Identified Needs		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1.	Housing	X	X	x	x	X	X		x	x	x	x	x	x	X	x	X	X	X	X
2.	Clinics	X	X	x	x	X	X	x	x	x	x	x	x			x	X		X	X
3.	Satellite Police Station	X	X	x	x	X	X		x	x	x				X	x				X
4.	Agricultural Gardens	X	X	x	x	X	X		x	x		x				x				
5.	Old Age Homes										x									X
6.	Orphanage							x												

The Mkhondo Local Municipality's IDP public participation meetings were held. This process would not have been successful without dedication shown by the Honourable Executive Mayor, the Honourable Speaker, the Honourable ward Councillors, Ward Committee and Municipal Manager and the officials.

In short, the backlogs on water, sanitation, electricity and housing are still severe, mostly in the rural wards of the Mkhondo area and need serious attention. The municipality therefore needs to prioritize these needs and ensure that the number of residents without basic needs is reduced, especially in the rural areas.

The following section gives a description of the most significant service delivery challenges experienced in

Mkhondo.

These were common issues that were raised and still remain a challenge.

DEVELOMENT CHALLENGE/NEED	DETAIL
Water	A large percentage of the rural areas still do not have access to potable drinking water. In some wards, the community depends on water from the river for all household purposes. It was also explained that the same water is often shared with livestock such as cattle and pigs, which exposes the consumers to serious illnesses such as diarrhoea. There were wards where borehole infrastructures are available, but these are often not functioning or the water is soiled especially after rains.

Housing	In almost all wards, issues relating to housing were on access to decent shelter. Some of the community members complained of empty promises on information regarding housing delivery from the municipal officials. Other issues on housing were related to limited and/or no access to land and/or serviced stands where individuals may build their own houses. It was also indicated that there are areas where the most suitable land to erect houses is privately owned and/or grows forestry.
Sanitation	This is a major challenge in all wards, especially rural wards. Most community members indicated that they just do not have any toilets and that they 'help themselves' in the bushes. There were cases where issues of maintenance were cited as challenges in the sense that some VIP toilets were not being maintained, which causes a range of health hazards.
Electricity	Electricity is a great challenge for most of the wards, except for urban wards. A large number in rural areas are yet to be connected to electricity.
Cemeteries	The communities pointed out a need for more space to erect cemeteries, both in the urban and rural areas.
Clinic	In the majority of the rural wards there is a direct need for clinics because the mobile clinic that is supposed to visit, is either sporadic or has ceased to visit at all. Some people do not have access at all because the areas are inaccessible due to bad roads or no roads at all. Many people therefore die because they cannot receive immediate assistance when they are ill.
Roads	The communities pointed out the need for roads to be graded and/or levelled often to improve accessibility to certain areas and for the scholar transport to be able to reach the schools easily. Heavy rains result to bad access to roads, but the municipality has taken that into cognisance.

3.9. FIVE-YEAR IDP PROCESS RELATED CHALLENGES AND ISSUES

In addition to the aforementioned technical developmental issues and challenges, the following were identified as the main IDP process-related challenges and issues that need to be addressed during ensuing IDP review processes in the Mkhondo municipal area:

Information on economic aspects, land use and transport is not available, but is urgently required for development planning that meets the needs of communities in a sustainable manner.

The municipality is not getting all the funds that are due to it (rates). This needs to be investigated as a matter of urgency to enable it to do more for communities. The municipality needs to engage with the provincial and national spheres of government, state-owned enterprises, the private sector as well as local and international donors (such as the World Bank or international investors) in order to seek funding for projects. This emphasises the need to establish joint ventures and Public Private Partnerships (PPP's) and also the need to effectively communicate and market the IDP (or the local authority area).

CHAPTER 4

DEVELOPMENTAL PRIORITIES AND SECTOR PLAN

4.1 OPERATIONAL STRATEGIES

Mkhondo Local Municipality produced operational strategies/sector plans as part of the components of the IDP according to section 26(f) of Local Government: Municipal Systems Act which reads; “the council’s operational strategies”. In cases where the municipality does not have the relevant sector plan, the relevant district plan is used in its place.

4. 1.1 DEVELOPMENT PRIORITIES

The municipality identified six development priorities that will be the focus in the next financial year as follows:

DEVELOPMENT PRIORITY ONE

Basic Service Delivery

DEVELOPMENT PRIORITY TWO

Municipal Institutional Development and Transformation

DEVELOPMENT PRIORITY THREE

Local Economic Development

DEVELOPMENT PRIORITY FOUR

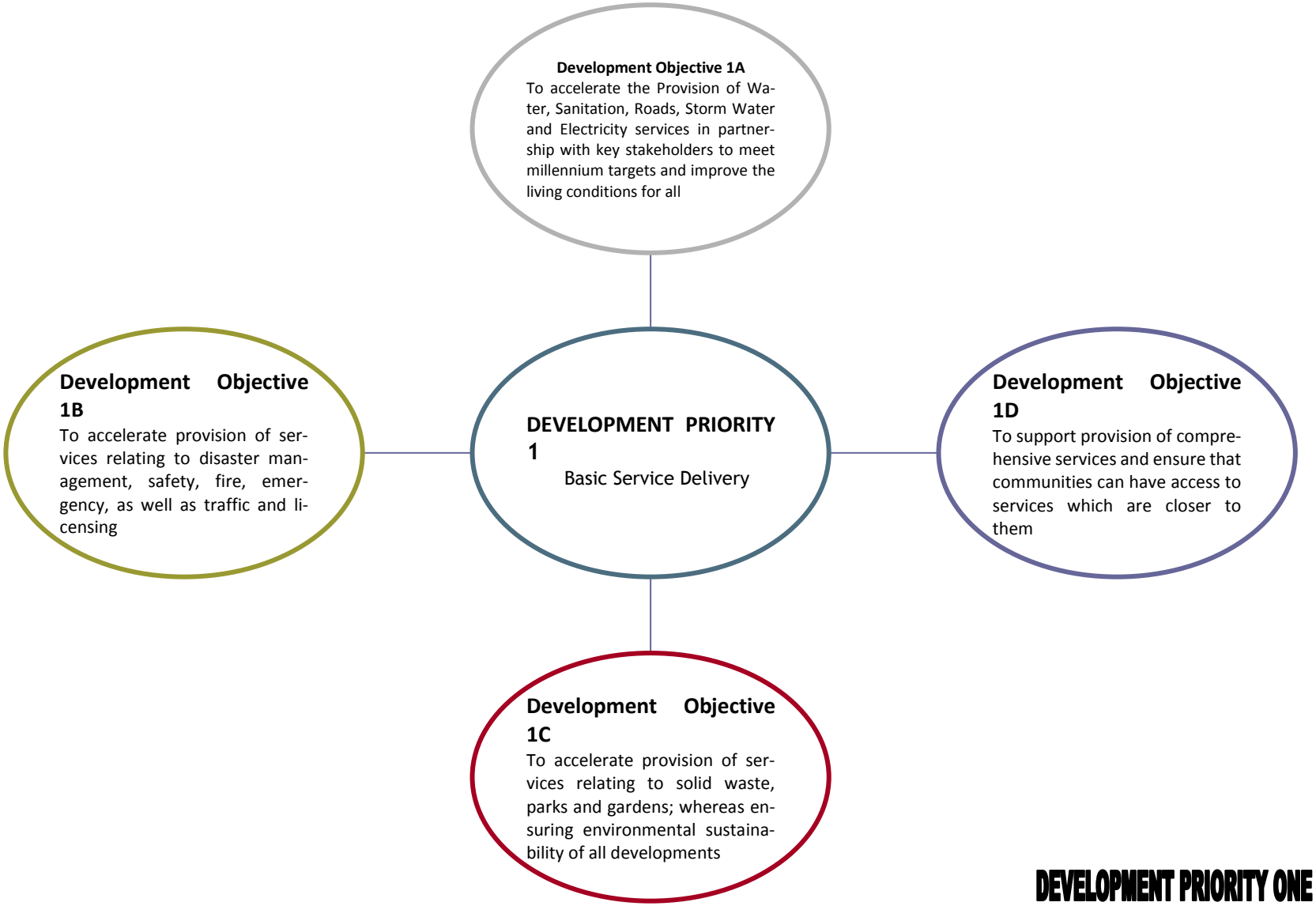
Financial Viability and Management

DEVELOPMENT PRIORITY FIVE

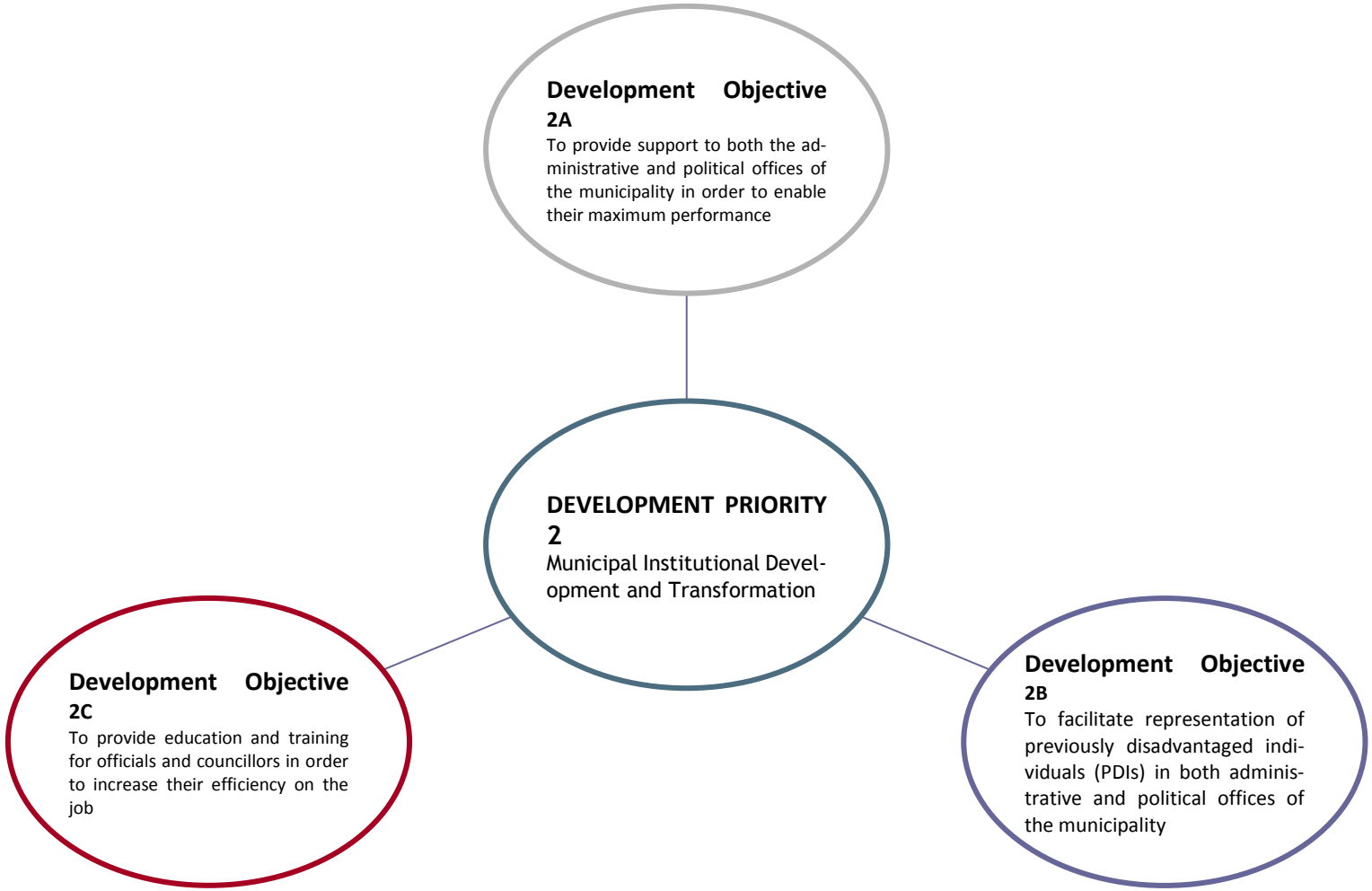
Good Governance and Public Participation

DEVELOPMENT PRIORITY SIX

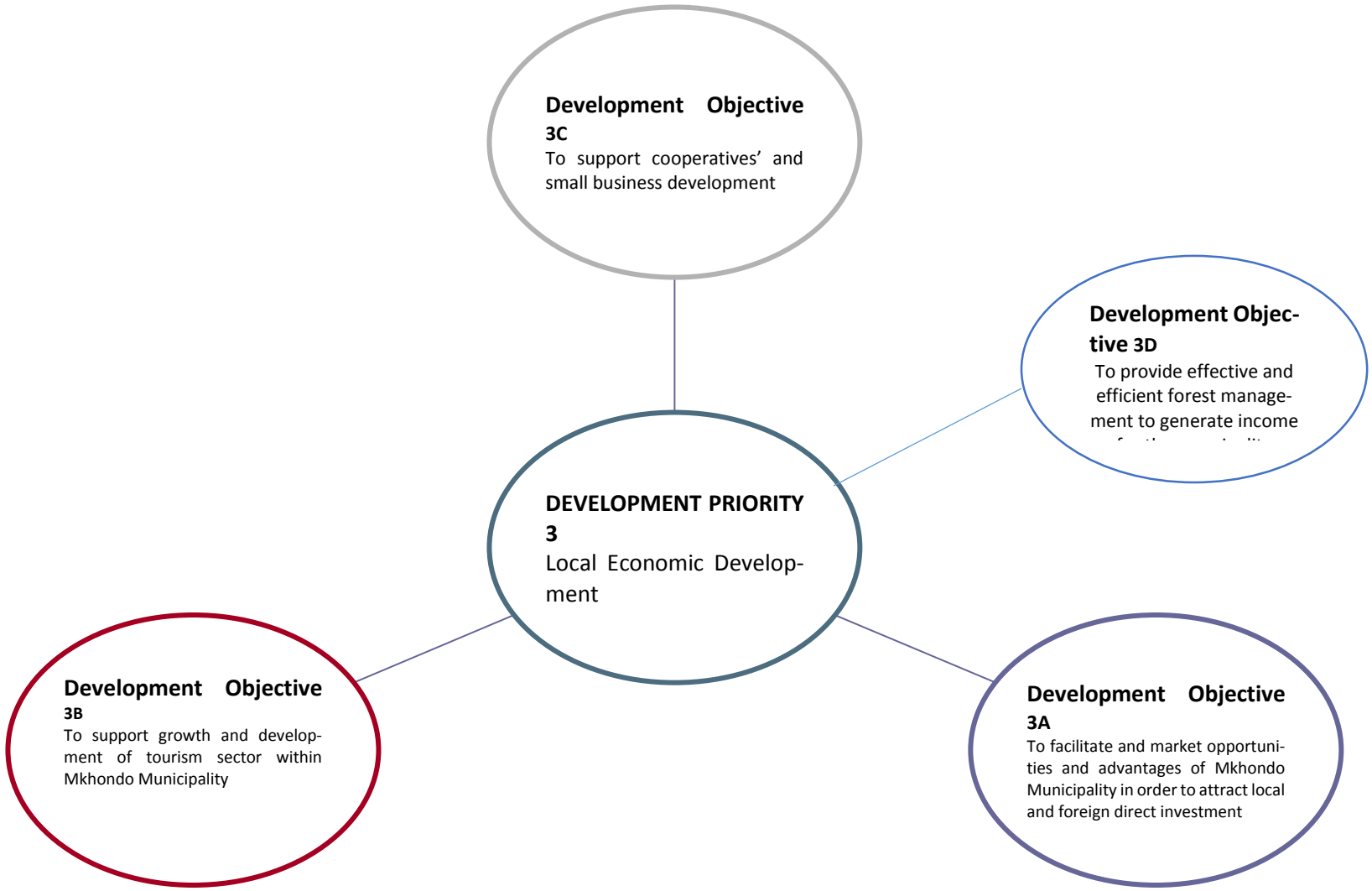
Spatial rationale



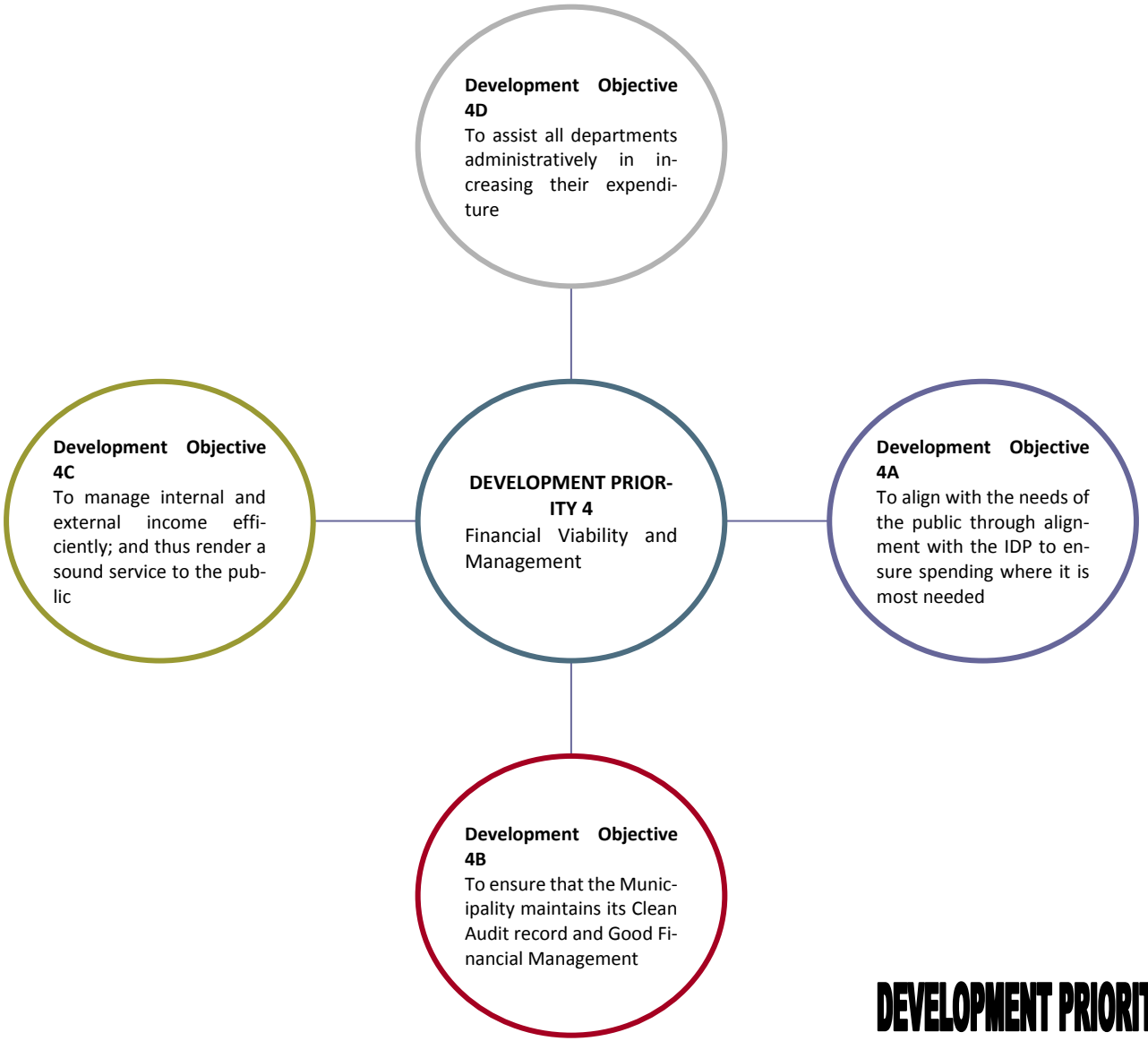
DEVELOPMENT PRIORITY ONE



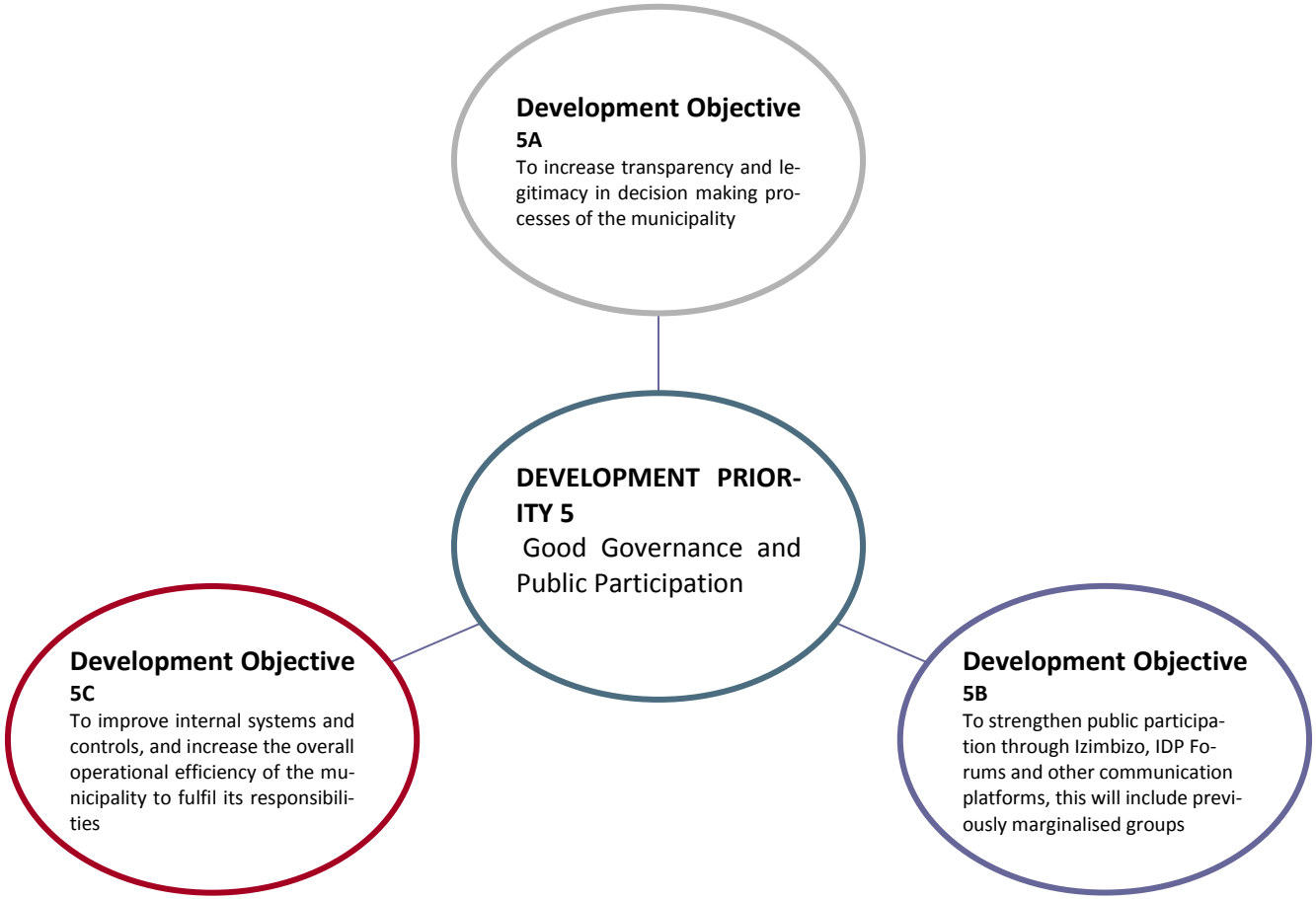
DEVELOPMENT PRIORITY TWO



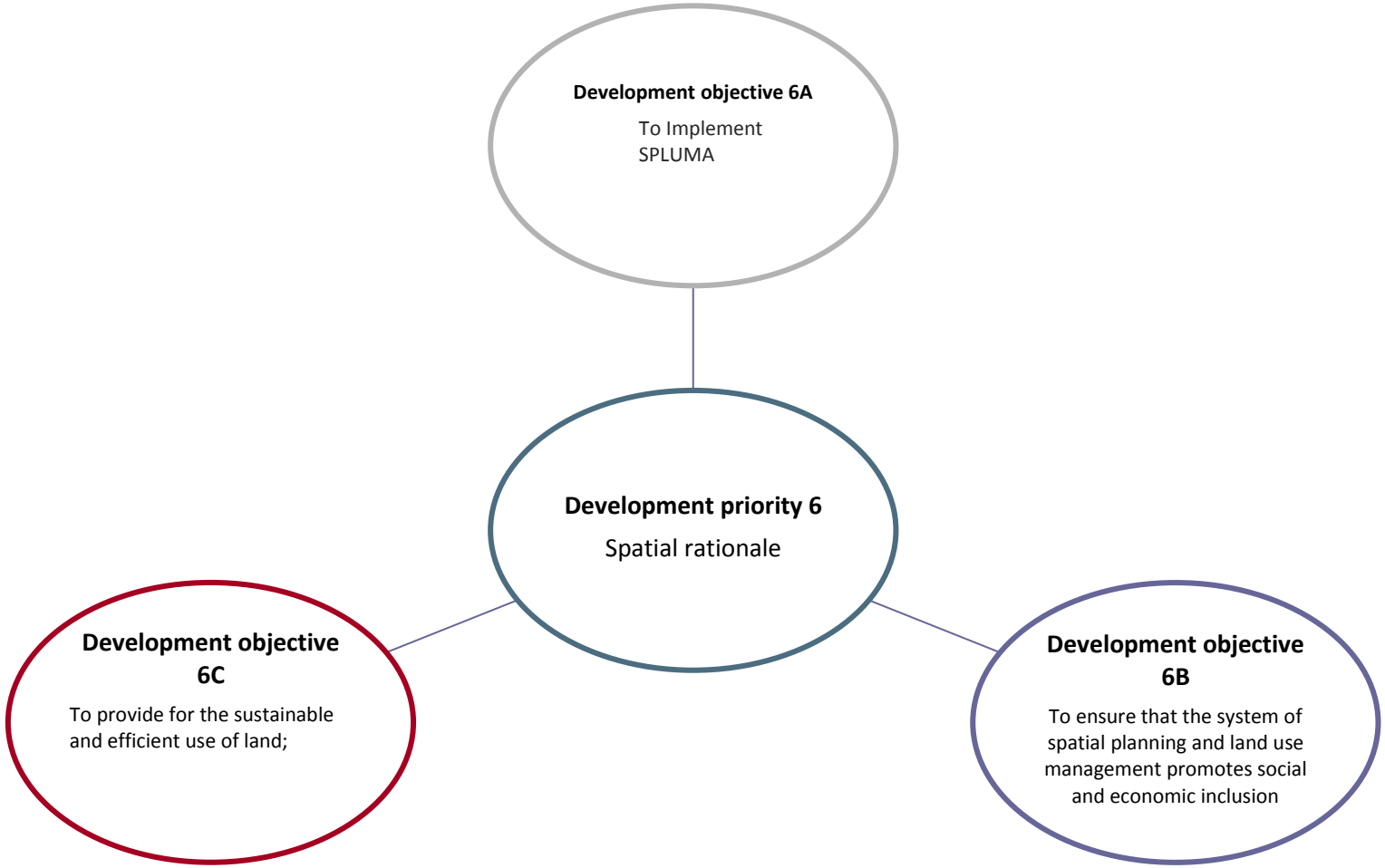
DEVELOPMENT PRIORITY THREE



DEVELOPMENT PRIORITY FOUR



DEVELOPMENT PRIORITY FIVE



DEVELOPMENT PRIORITY SIX

4.2 SECTOR PLANS

The municipality currently does not have many sector plans. CoGTA through Municipal Infrastructure Support Agency (MISA) is assisting the Municipality to develop all infrastructure sector plan.

The summaries of the sector plans are presented below:

The municipality currently does not have many sector plans. CoGTA through Municipal Infrastructure Support Agency (MISA) is assisting the Municipality to develop all infrastructure sector plan.

The summaries of the sector plans are presented below:

Plans	Current status (2016/2017)	Future activities and new strategies to be included
Water Services Development Plan	Draft exists, presented to Council in April 2017, Consultation process	To be approved by the council after the review
Comprehensive Infrastructure Plan	Does not exist, Busy with review	To be developed in 2017/18
Water Safety Plan	The draft water safety plan is due for adoption by the council	To be approved by the council
Wastewater Risk Abatement Plan	The current plan was adopted by the council in the financial year 2012/2013	The outcome and recommendations of the plan shall be implemented on an ongoing basis
Blue Drop Improvement Plan	Does Exist and was adopted by the council	The plan is to be reviewed on a quarterly basis
Green drop Improvement Plan	Does Exist and was adopted by the council in November 2015	The plan is to be reviewed on a quarterly basis
Integrated Transport Plan	Currently using District Plan	To be developed in 2013-2014
Integrated Waste Management Plan	Currently using District Plan DEDET appointed consultant to assist with the development of the plan	To be developed in 2013-2014
Spatial Development Framework	Exists, adopted in April 2017/18	To be reviewed in 2013-2014
Local Economic Development Strategy	Does exist, was adopted by council in December 2015	To be developed in 2013-2014.
Electricity Master Plan	Does not exist, Awaiting council approval	To be adopted by council in 2016/17

Plans	Current status (2016/2017)	Future activities and new strategies to be included
Water and Wastewater Master Plan	Draft available busy with consultation	To be adopted by council in 2016/17
Human Resources Strategy	Draft available	To be developed in 2017/18
Comprehensive Rural Development Plan	Currently exists under Provincial Department of DARDLA	The plan is being implemented on a continuously basis
Human Settlements and Housing Strategy	Charter exists. Was approved by council 2016/17	Busy with the implementation of the charter
Disaster Management Plan	Reviewed and adopted in 2011-2012	Strategy implementation
Land Use Management System	Draft In place. Waiting for commencement of SPLUMA	To be adopted in 2017/18
Integrated HIV and AIDS Strategy	Draft available	To be adopted by council in 2016/2017
Performance Management Framework	Exists, adopted in May 2011	To be reviewed in 2017/18
Performance Management Systems	Does exists	To be the end of 2017/18
Workplace Skills Plan	Exists, adopted in June 2010	It is reviewed annually
Communication Strategy and Policy	The Communication Strategy was developed. Draft policy was developed.	Approved by the Mayoral Committee. Policy will be tabled to Council for approval.
Supply Chain Management Policy	Exists	Reviewd annually
Indigent Policy	Exists – adopted in 2009	To be reviewed in 2016/17
Employment Equity plan	Draft exists	To be reviewed in 20117/2018
Inter Government Relations Structure	We are using the CRDP structure	
Recruitment Policy	Exists	Was adopted by council
Fraud Prevention Plan	Exists	Was adopted by council

4.2.1 SPATIAL DEVELOPMENT FRAMEWORK

THREAT

In terms of Section 26 of the Municipal Systems Act (MSA), an IDP must include a Spatial Development Framework (SDF). In other words, one of the means through which an IDP intends to restructure our cities, towns and rural areas is through the formulation of a SDF that provides a spatial overview of planned public and private sector investment. The SDF is a spatial representation of the vision of the municipality and is thus an integral part of the annually reviewed IDP.

The SDF is to be compiled on the basis of the project proposals and the localised strategic guidelines of the IDP. The integration of projects and programmes ensure consistency in regard to cross-cutting aspects such as financial feasibility, desired spatial effect, economic, social and environmental impacts.

When this document was formulated, five principles were considered which are as follows:

- **Principle one**: to achieve a sustainable equilibrium between urbanisation, biodiversity conservation, forestry, industry, agriculture and tourism related activities within the Mkhondo Municipality, by way of effective management of land uses and environmental resources.
- **Principle two**: to establish a functional hierarchy of urban and rural nodes (towns/settlements) in the municipal area, and to ensure equitable and equal access of all communities to social infrastructure and the promotion of local economic development by way of strategically located Thusong centres (MPCCs) in these nodes.
- **Principle three**: to functionally link all nodal points (towns and settlements) in the municipal area to one another, and to the surrounding regions, through the establishment and maintenance of a strategic road network comprising internal and external linkages.
- **Principle four**: to promote and enhance forestry within and around the existing forestry core area in the central and northern parts of the municipality.
- **Principle five**: to incorporate the existing natural environment, cultural, historic and man-made resources of the municipality in the development of tourism precincts, with specific focus on the forestry core area along route R33 in the northern parts of the municipality, the Heyshope Dam in the central part, and the historic battlefields precinct around Entombe towards the central southern parts.

Key Issues

Regarding the rural character and relatively stagnant economic base of the municipality, coupled with its large geographic area and eMkhondo being the only major urban area in the whole municipality, the SDF faced quite a few challenges. The challenges were met by identifying a few generic key indicators. They were the following:

- There is a need for a SDF to direct service delivery, encapsulate people's needs and ensure a measure of good governance;
- A spatial hierarchy must be identified to guide service delivery ensuring cost effectiveness and efficiency;
- Economic growth, development and diversification are very important to achieve upliftment for the local people; and
- Tourism opportunities must be explored.

After an analysis of the area, a few key issues were identified. More specific focus areas were investigated in order to guide the SDF interventions. The focus areas were the following:

- Areas with tourism growth potential;
- For conservation purposes, areas with high biodiversity;
- Areas with high soil potential, in order to demarcate the central economic activities of agriculture and forestry;
- Areas lacking access to services (i.e. water, sanitation, electricity, telecommunications, education, health and social facilities) in order to quantify the need geographically.

Objectives/Development Principles

Three universal Development Principles were recognised and then given effect by the Mkhondo SDF. They are Concentration, Connection and Conservation. It is important to note that Mkhondo's spatial form has been largely influenced by political decisions. Also, given the strong rural base and scattered urban developments in the area, it is proposed that these principles should aim to reconcile the disparities in an efficient way.

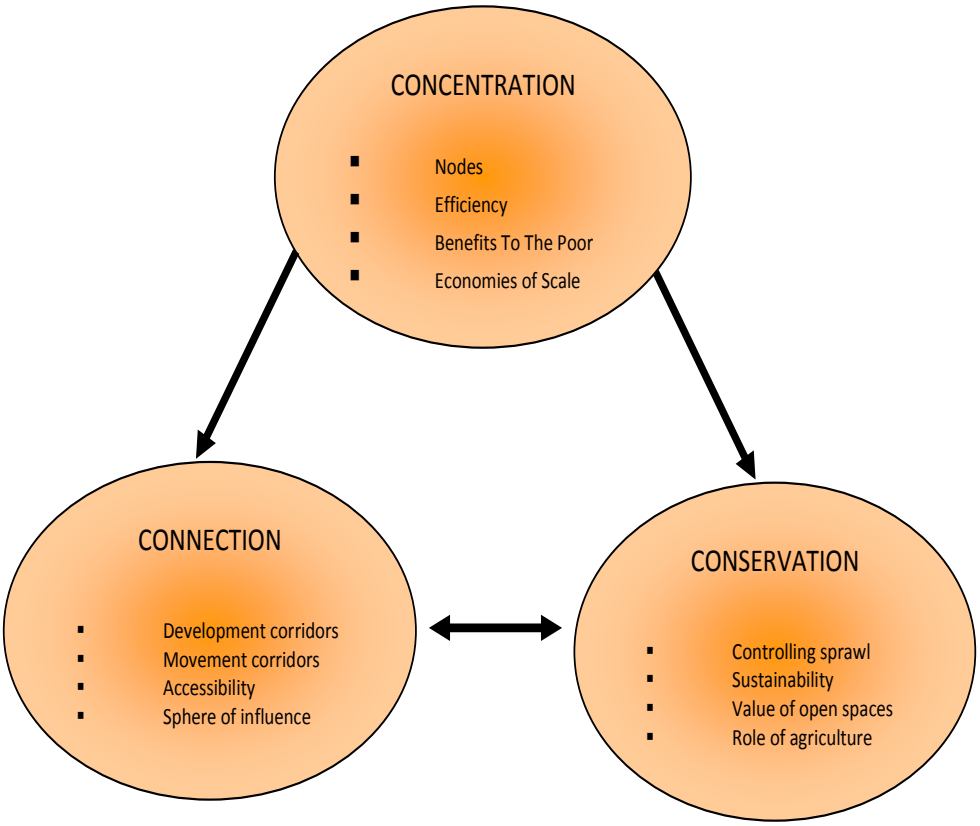
The following diagram represents the development principles and their relation to each other:

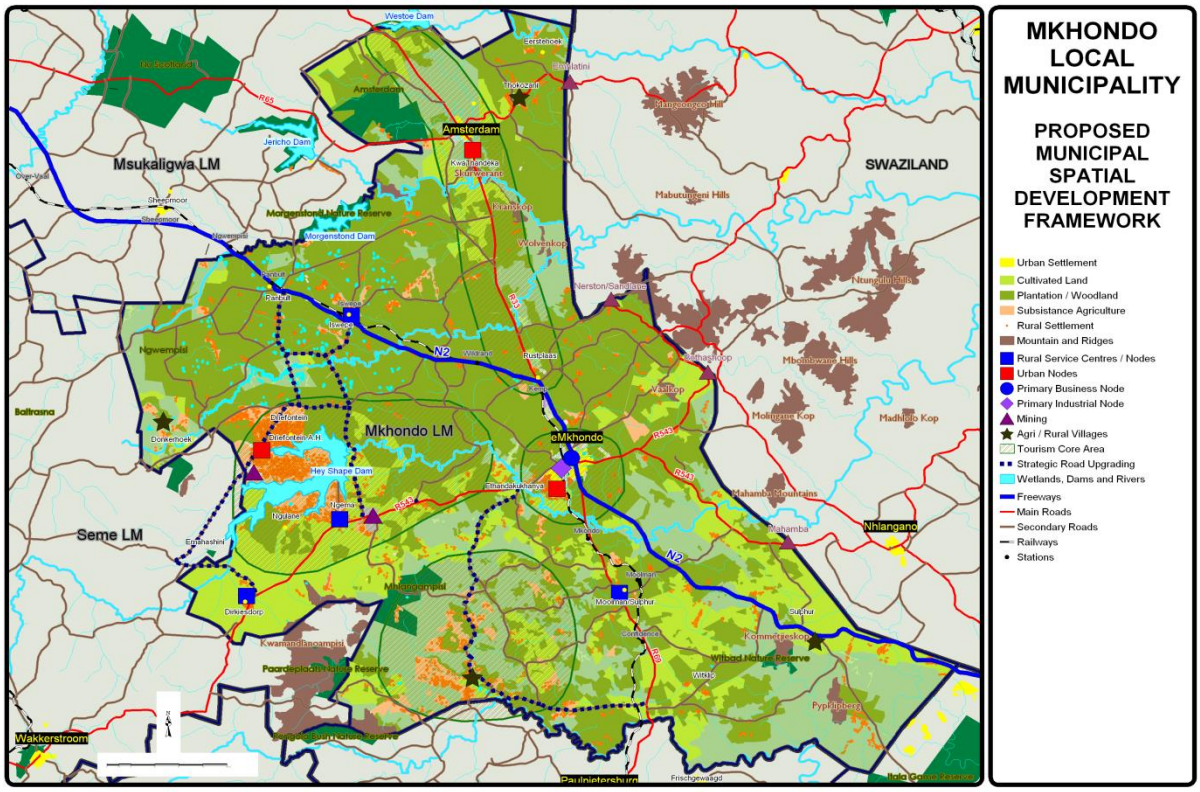
STRATEGIES

In terms of the Mkhondo SDF, a hierarchy of settlements needs to be established. Urban centres were ranked as one of the following: Major Urban Area, Minor Urban Area, Tertiary Urban Area or Declining Urban Area. The rural settlement hierarchy was established differentiating between Hub or Satellite. EMkhondo is classified as the only Major Urban Centre in Mkhondo, and the Rural Hubs are Dirkiesdorp, Panbult, Iswepe and Amsterdam.

Guided by the Development Principles of concentration, connection and conservation, several economic strengthening opportunities were identified as reflected on **Figure 3** which represent the Mkhondo SDF.

Figure 3: Mkhondo SDF (2011)





The corridors that affect Mkhondo are, firstly, the high order mobility corridor that runs through eMkhondo – the N2-N17 national road corridor. Secondly, two lower order mobility corridors are delineated. These are the R543 and R69 regional routes. They run through, and intersect each other and the N2 at eMkhondo.

Furthermore, a conservation corridor is demarcated. Its southern tip includes a portion of Mkhondo Local Municipality (along the western border). A few ecological hotspots are also located in Mkhondo. These are located on the northern border, two in the south western corner (one within and one outside of the conservation corridor), and another south of the N2 in the far south eastern corner of the municipality.

Note that the majority of the municipality is dedicated to forestry (soft green), while only the south western corner is dedicated to agriculture (soft yellow).

eMkhondo is marked as a Major Urban Centre while the Rural Hubs of Dirkiesdorp, Panbult, Iswepe and Amsterdam are also mapped. Rural satellites are eNtombe, Dirkiesdorp, Witterberg and Moolman. The bright green depicts the 'conceptual conservation corridor' and where it influences Mkhondo.

The final strategy comprises a 'precinct plan' for eMkhondo, showing an activity corridor through the CBD area, the Assegaai cultural village in the north eastern extents of the town, as well as areas for planned residential development.

Key Interventions/Projects

In addition to the broad strategies, a few SDF-related key interventions or projects were set out regarding areas or projects that are in need of immediate intervention. Instead of being a comprehensive list of projects as is typical with an IDP, the proposed key interventions as listed below aim to focus attention on critical spatial issues that need to be addressed as a matter of urgency within the broader and more comprehensive context of the Mkhondo Integrated Development Plan (IDP):

Economic Development in Driefontein

The main access road from Driefontein to the N2 at Iswepe is to be tarred in order to mitigate its high inaccessibility hence isolation from the mainstream economy. Consequently, there is immediate need for economic upgrade in Driefontein. The only visible opportunity relates to coal mining, given the close proximity of the Kangra Coal Mine. It is deemed necessary that opportunities for local economic development be identified and explored together with local stakeholders.

Promotion of Eco-Tourism at Amsterdam

Due to its unique location on the escarpment between the Lowveld and KwaZulu Natal, surrounded by cliffs, grasslands, forests and wetlands, Amsterdam provides niche living environments for a variety of bird and animal species. Not least, it has a distinctly picturesque setting. It is therefore held that Amsterdam has potential to be branded as a specific destination (like Clarence and Dullstroom) and that eco-tourism could provide a sustainable alternative source of income for this town. Eco opportunities should be linked to LED initiatives to ensure that economic offshoots are maximised locally.

Urban Development Framework for eMkhondo

Given the predicted expansion of eMkhondo, an urban development framework is needed to direct the development of the town. Since urban development is expected to take place within the 10km zone from the Bison Board and Mondi plants to the current entrance of the town, this will become the new gateway into eMkhondo and it is important that it be designed with care. The urban development framework would also include urban design guidelines for any new development within the town.

In his 2010 State of the Province Address, the Honourable Premier of Mpumalanga Province announced that Mpumalanga is going to have a university. Therefore, Mkhondo Municipality will identify potential land for a satellite university campus. More on this will be outlined in the SDF which is currently in process.

Conservation of River Floodplain Wetland Areas

The floodplain wetlands found along the Assegai and Ngwempisi River are identified as key intervention areas as they are centres of biodiversity and play a very important role in the hydrological functioning of the upper Pongola catchments. They also have the potential to function as key ecological linkages. Correct land use management practices should be implemented to protect these floodplain wetlands.

Conservation of Ridges

In Mkhondo, the ridges of the escarpment along the southern boundary and the higher lying ground to the north-west of Heyshope have high conservation and eco-tourism potential as they could form a key ecological link due to their biodiversity. Correct land use management practices should be implemented to conserve these ridges.

Intended Outcomes

The intended outcome of the Spatial Development Framework is a more efficient municipality, with nodal areas of economic, urban, and conservation activities. Through this approach, the municipality will benefit its people in delivering services more effectively and create an environment more conducive to economic growth.

It also lays the groundwork for a Land Use Management System, which is pending (subject to the District Land Use Management Framework).

4.2.2 LED STRATEGY

Economic Development is the development of economic wealth of communities for the well-being of their residents. Local Economic Development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes.

LOCAL ECONOMIC SECTORS

The key sectors that drive the economy of Mkhondo Local Municipality are:

- Mining
- Agriculture
- Forestry
- Tourism
- Manufacturing
- Transportation and logistics

Mining products produced in Mkhondo are mainly coal and iron ore. Two mining houses are currently legally licenced to operate and mine within the jurisdiction of Mkhondo Local Municipality, Kangra Coal Mine (Saul Mkhizeville) and Jindal Africa Mine (Kiepersol). As part of their Social Labour Plans, they promote employment of local labour, subcontracting, skills improvement / transfer, bursaries, internship, infrastructure development, amongst other things.

Agriculture is also intensively practiced in Mkhondo varying vegetables, maize, soyabeans production and live-stock farming. It is sold as both raw material and in a processed form. Forestry is also a very dominant sector in Mkhondo. The forestry industry consists of forest plantations leading to primary processing industries where the products include dried and treated timber. Pulp and paper production, manufacturing of furniture, construction material like door and window frames are secondary products. Though this industry displays some value chain, there are other opportunities that need further exploration.

Tourism in not fully recognised. Much emphasis have been given to this sector in terms of marketing it to the tourist. A tourism brochure was developed in trying to market all the tourism establishment and attractions. Annual events are also taking place in Mkhondo which forms a great part of Tourism promotion.

For all of this to happen, and to interlink the value chain, means of transport need to be in place. Mkhondo is also a thoroughfare for Kwazulu-Natal, Swaziland and Mpumalanga. The N2 corridor cuts right in the middle of the town.

LED STRATEGY

The key objective in the compilation of a Local Economic Development Strategy is

built on identified developmental needs, opportunities, competitive advantage and an enabling environment that will inform and guide Mkhondo Local Municipality to exploit, unlock economic development potentials, encourage private sector investment job opportunities for the poor and expand the revenue base. The main objectives of LED as per LED framework and Mkhondo IDP are to:

- Align LED Strategy with all government policies and development objects, which are mainly job creation and eradication of poverty.
- Ensure gaps identified are covered in this strategy
- Ensure the strategy meets and works towards Mkhondo Local Municipality's vision
- Ensure a credible and implementable LED Strategy
- Diversification of economic sectors to reduce reliance on mining, quarrying and agriculture,
- A productive economy with high levels of service, skilled workforce and modern systems of work organization and management.
- Eradication of poverty, reduce the income inequalities and provide basic services for all.
- Economic growth in a sustainable manner, for the benefit of all the communities living in the Mkhondo Local Municipality.
- Employment and increase levels of participation in the economy by all, especially by the previously excluded and presently marginalised, and
- A fair, effective and conductive business environment for enterprises and consumers.

DEVELOPMENT OF SMALL AND MICRO-ENTERPRISES (SMME)

SMME development is recognised as having a significant role economic growth in South Africa. It is through this and enterprise development, that employment opportunities are created and empowering of local communities. SMME development can stimulate much needed economic development and reduce crime, poverty, unemployment and social inequalities. Some approaches to SMME development:

1. Business Development Services - Capacity building workshop and awareness workshop to enable emerging businesses to be self-sufficient.

2. Woman's Development – Some areas see women still discriminated against and excluded from business. Enterprise development can help woman overcome the stigma and help them access the knowledge and skills to become entrepreneurs.

3. Community Development – Enterprise development aims to improve the community from a grass roots level. Mkhondo co-operative development starts with analysing what the community can offer and the economy of the municipality. Once the opportunities are identified, they can be targeted, enhanced and transformed into a self-sustaining business.

4. Support Private Partnerships – Many emerging businesses are getting support from the private sector. These partners are working directly in businesses and offer development skills. By assisting with skills and providing financial aid, this partnership is resulting in some successful businesses. Mkhondo has played a leading role in support the development of SMME and will continue to work together with business community, sector departments and private sector to promote SMME in the area.

SMME/CO-OPERATIVES DEVELOPMENT AND SUPPORT

Co-operatives from across the Mkhondo are to benefit from Sectors like Agriculture, Manufacturing, Forestry and Mining e.g. Coal across Mkhondo. In an endeavour to harness the prospects of SMMEs within Mkhondo, the following aspects must be addressed:

- Promotion and Development of Local enterprises;
- Ensuring access to the finance;
- Initiating and supporting job creation projects;
- Building capacity of Service Providers;
- Market development and Trade promotion;
- Supporting development of Cooperatives.

RESPONSIBLE TOURISM DEVELOPMENT, PROMOTION AND SUPPORT

Tourism may have not been considered as a key sector contributing to the Mkhondo economy but this sector has incredible potential with minimal or no harm to the environment. This has necessitated Mkhondo to develop a Responsible Tourism Plan which gives guidance on the possible institutional arrangement that will enable improved relations in the advancement of the tourism sector. This plan assists in identifying the status of the enabling environment for tourism to take place which will in return create much-needed job opportunities.

- The availability of tourist attraction facilities and natural sites e.g. conferencing facilities, casino, resorts, motels, game farms, wetlands and Bed and Breakfast accommodation.
- The new tourism phenomena offering unique tourist adventure i.e. the township and industrial tourism and visits to township traditional sites.

COMMUNITY SKILLS DEVELOPMENT

Mkhondo Local Municipality provides bursaries at FETs, Universities of Technology and Universities to deserving underprivileged students. Furthermore, the students who graduated from these institutions were, where possible, offered experiential/on the job training after completing their studies to enhance their chances of being absorbed in the job market. The institution also runs a sustained internship programme in all areas of its operation.

EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or ongoing basis either by government, by contractors, or by other non-governmental organizations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

Mkhondo Local Municipality is actively involved in the implementation of EPWP through programmes like Phezukomkhono, Community Workers Programme (CWP) and MRTT. All these programmes aim to improve the life of the youth and give them necessary skills for future job market.

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP)

The Comprehensive Rural Development Programme (CRDP) is strategic priority number 3 within the National Government's current Medium Term Strategic Framework (MTSF) and implemented under Outcome 7 which strives for Vibrant, Equitable, Sustainable Rural Communities and Food Security for all.

Mpumalanga Provincial Government launched the pilot phase of CRDP in 2009 Mkhondo Local Municipality. Communities have widely benefited from the CRDP. SMME's and cooperative have also received a number of exposer, financial opportunity and skills transfer. This program has come with huge benefit of first class infrastructure development in all sectors and all jurisdiction of Mkhondo, including the rural areas.

4.2.3. HUMAN SETTLEMENTS AND HOUSING STRATEGY

INTRODUCTION

The Housing Sector Plan is intended to guide current and future housing development interventions and programmes in the municipality within the context of a municipal integrated development plan.

KEY ISSUES

The municipal housing backlog is estimated at **6,300** housing units. Housing issues, in priority order, are:

- rural housing development,
- urban housing development,
- informal settlements upgrade linked to economic and social services,
- lack of decent affordable housing and high income housing,
- lack of community understanding and awareness of housing policy and programmes,
- land earmarked for housing is mostly under land claims there is thus a lack of secure urban land,
- greater promotion of local emerging contractor development and job creation required, and
- The Housing Development Department is required to elevate the importance of housing.

OBJECTIVES

The housing vision is: "The development of sustainable human settlements at Mkhondo Municipality, with a view to ensuring that by 2014 all residents will have access to a housing opportunity which includes secure tenure, basic services and housing support in a liveable environment with requisite social, economic and physical infrastructure".

Housing objectives to achieve the vision are:

- provision of housing for all income groups in Mkhondo,
- provision of affordable housing in strategic development areas close to economic opportunities,

- facilitation of the delivery of houses at sufficient rate to address current housing backlogs, and

Instituting measures to address the problem of informal settlements and land invasions.

STRATEGIES

The strategic housing interventions are:

- creation of clear targets for housing delivery,
- implementation of spatial development framework guidelines,
- preparation and implementation of a consistent policy to deal with land invasions and informal settlements expansions,
- ensuring that housing provision contributes to job creation and economic empowerment and the historically disadvantaged communities, and
- Strategy development for housing living under stressful and dangerous conditions.

Municipal housing programmes to address the aforementioned strategies are:

- informal settlement management and upgrade programme,
- city centre residential development and upgrade programme,
- hostel conversions and company residences,
- special needs housing programme,
- housing ladder gaps delivery programme,
- secondary property market programme, and
- Building standards promotion and enforcement programme.

INTENDED OUTCOMES

The outcomes intended by the Housing Strategy for Mkhondo Local Municipality are:

- to ensure that people living in rural areas and farms have access to good quality houses,
- to provide planned land for housing development in urban areas,
- to eliminate informal settlements and build quality houses,
- to facilitate development of new housing stock catering for affordable and high income markets,
- to ensure that the community understands all housing related matters and available housing options,
- to ensure densification in centrally located areas in order to optimize bulk infrastructure provision,
- to promote contractor development and address unemployment, and
- to build municipal housing development and delivery capacity.

4.2.4. WATER SERVICES DEVELOPMENT PLAN

INTRODUCTION

Refurbishment and phased replacement of old infrastructure. A Water Services Development Plan (WSDP) for Mkhondo Local Municipality contains information that reflects the state of water supply in the Mkhondo municipal area and the areas of improvement thereof.

With the majority of its population (54%) located in rural villages widely distributed throughout the municipal area of 4 868 km^2, the supply of adequate drinking water both in terms of quantity and quality to all inhabitants, many of whom live in abject poverty, poses a challenge. Current water resources include the following:

- Surface water resources for the majority of urban and peri-urban areas:
 - EMkhondo from the Assegaai River (currently using 30% more than the licenced amount)
 - Amsterdam from a dam on the eThole River
 - Saul Mkhize Ville from a water transfer canal fed by Heyshope Dam
- Groundwater sources:
 - An estimated total of 540 boreholes supply water to rural communities, farms and rural schools, with treatment limited to chlorination where required

Note that the additional surface water quantity available in the Inkomati-Usuthu Water Management Area is limited since the source is shared by other municipal areas and major industrial users. Due to the relatively high rainfall in the region and favourable geological formations, groundwater sources are widespread, of good quality and deliver fair yields.

The water supply function is done by the municipality which also serves as Water Services Provider (WSP) and Water Services Authority (WSA). In terms of the Water Services Act, a WSA may perform the function of a water provider but should manage and account separately for those functions.

KEY ISSUES

Key issues identified recently are the following:

- Many people in the rural areas do not have access to clean drinking water. This fact is corroborated by information in the WSDP that cites 74% of households (or 62% of the population) as having access to water to at least within 200 m, and
- The quality of water produced at the WTWs has improved, although the infrastructure is not ‘ideal’.

OBJECTIVES

- Improve potable water supply, at acceptable service levels and quality standards, to reach the entire population, and
- improve existing water supply infrastructure.

STRATEGIES

- Increase available potable surface water by extending WTWs where possible, within the existing legal rights,

- evaluate the groundwater resource potential to enable efficient utilisation of this source in the rural areas,
- implement infrastructure asset management whereby efficient maintenance can be effected and timeous system replacements done to prevent asset stripping and catastrophic failures, by providing increased financial and human resources,
- a water sampling strategy (including groundwater) is required as well as a central database to effect an integrated management system,
- a Water Safety Plan and Incident Reporting Protocol are proposed to deal with threats from water pollution,
- There are at present water conservation or water demand management programmes in place and the WSDP had identified that scope exists for substantial savings to be achieved, provided data is obtained through proper metering, pressure control is instituted and pipe leakages reduced, and
- on the financial side, a comprehensive infrastructure investment plan is required, a service level policy and strategy should then follow where household affordability and infrastructure is taken into account to institute service level zoning.

THE WSDP FURTHER MAKES THE FOLLOWING RECOMMENDATIONS:

There are a number of operational issues that can be considered as small but important, such as the provision of bulk meter at all crucial positions ('to measure is to know'). The WSA however, will make the biggest advances should infrastructure asset management be implemented. The guidelines for asset management are described in detail in "Local Government Capital Asset Management Guideline" as provided by the National Treasury.

The implementation of asset management will follow the following phases:

- compile infrastructure asset register (compliant to GRAP)
- establish required levels of service and municipal strategy
- establish asset management and implementation strategy
- develop asset management plans
- develop financial plans
- update the IDP
- ultimately, the financial plan should provide undisputable arguments on the amount of money necessary to manage (operate and maintain) the infrastructure as intended by the MFMA

INTENDED OUTCOMES

- Improved sustainable potable water supply to 82% of the current backlog households within the financial year. Therefore the total number of households to be supplied is amounting to 18% in the next financial year.

4.2.5. SANITATION MANAGEMENT PLAN

INTRODUCTION

A Water Services Development Plan (WSDP) for the Mkhondo Local Municipality has been compiled in the first half of 2009 and a draft document dated July 2009 is available. Formal adoption by Council has not been done since the Municipality was placed under administration at this time. The information in the document should, however, be a fair reflection of the state of sanitation services in the Mkhondo municipal area.

With the majority of its population (54%) located in rural villages widely distributed throughout the municipal area of 4 868 km^2, the supply of adequate sanitation to all inhabitants, many of whom are living in poverty, poses a challenge.

Current sanitation levels are as follows:

- up to a minimum standard of VIP toilets: Only 53% of the population (or 65% of households) are served, and
- of the households served to RDP levels, 73% have wet intermediate or full water-borne sanitation, while 27% have VIP toilets.

An Audit Report of the WWTW's dated 2014 shows the following compliance ratings:

eMkhondo WWTW: 100% (but fails on microbiological compliance and TSS and Conductivity values are of concern)

Amsterdam WWTW: 100% (but fails on microbiological standards and Conductivity values are of concern)

Of interest is the fact that the Municipality has eradicated the bucket system on all registered sites, but it does not have a program for monitoring and emptying sludge build-up in VIP toilets.

KEY ISSUES

Key issues identified are the following:

-
- water-borne toilets to be provided in townships as the water supply is improved,
- the septic tanks in the old portion of Amsterdam to be phased out and replaced by reticulation to the WWTW which has large current spare capacity, and
- the threat of VIP's to the environment should be evaluated and overflows prevented by emptying the sludge on a regular basis in sensitive areas.

5.9.3 OBJECTIVES

- To reduce by half the proportion of people without access to basic sanitation, i.e. VIP's, by 2014, in line with District Municipality's goals as given in the WSDP, and
- to refurbish, maintain and operate the WWTW's, sewer pipe network and VIP's to levels where pollution of the environment is minimised and household services improved.

STRATEGIES

- Develop a clearly defined waterborne sanitation strategy, including a well-motivated service level strategy,
- the existing Waste Water Treatment Works (WWTW) to be provided with effluent flow meters so that the quantity of treated water released into rivers and streams can be accurately determined,
- urgent training and capacity building of most of the staff working at the treatment plants are required, since they are not qualified or registered with the Department of Water and Sanitation (DWS),
- A Wastewater Risk Abatement Plan and Incident Reporting Protocol are proposed to deal with threats from water pollution, and
- On the financial side, a comprehensive infrastructure investment plan is required, a service level policy and strategy should then follow where household affordability and infrastructure is taken into account to institute service level zoning.

INTENDED OUTCOMES

Ensuring improved sustainable sanitation services to the benefit of households and the environment.

4.2.5 INTEGRATED TRANSPORT PLAN (DISTRICT)

INTRODUCTION

The municipality has to ensure the provision of a transport system and service which will cater for the need of all levels and areas of the community, through the provision of a safe, secure, reliable and affordable transport system and service to support the socio-economic growth of the municipal area.

This will be achieved by providing in the following principles:

- developing a funding and planning framework that establishes priorities for allocation of resources to cost-effective infrastructure investments that support the broad goals of the municipality,
- promotion economic growth by removing unwise and unnecessary regulations and through public private partnerships,
- ensuring a safe transportation system,
- protection of the environment and conservation of energy,
- facilitating negotiations with all stakeholders on transportation, and
- Promotion of effective and equitable joint utilization of transportation infrastructure for both passenger and freight movements.

KEY ISSUES

The need for the upgrading and expansion of the existing transportation infrastructure within the municipal area has been identified, since the condition and standard of the system and services has been neglected for some time.

Many of the road infrastructure and the accompanying storm water drainage systems have not received the required maintenance for several years and the condition thereof causes unsafe traffic conditions.

The N2 national road which runs through Mkhondo carries a high volume of heavy traffic, i.e. transport of freight and the trucks do not have proper over-night parking facilities at EMkhondo. Note that in terms of Government Notice 726 (Gazette No 27809 of 22 July 2005) the N2 is not proclaimed as a National Road through the town of EMkhondo and the municipality is thus responsible for the upkeep of all roads through the town.

The facilities for the bus and taxi transportation service need serious upgrading and expansion to ensure the safe and secure transport of passengers, including the transport of learners to and from schools from the various residential areas.

OBJECTIVES

The main objective is to ensure the provision of an integrated transportation system, which will be safe, secure and reliable. The system will take into consideration the needs of both passenger and freight transport within all modes, providing the required road infrastructure which forms part of the spatial development framework of the municipality.

As part of road infrastructure attention will be given to the different activity corridors or places, such as truck stops, parking areas, weigh bridges and bus/taxi bays along major roads.

Furthermore, it will be ensured that all required road signs are in place, safe and clearly visible.

STRATEGIES

Funds will be applied for from all available financial sources to ensure the provision of:

- rehabilitation of all existing roads prioritized from collector roads to residential roads,
- rehabilitation of the existing storm water drainage system forming part of the road network,
- a truck stop and weigh bridge combination in conjunction with the National Department of Transport,
- ensuring safe and secure bus and taxi ranks and bays at strategic places to be determined through a public participation process including all stakeholders along collector roads and within the central business district, therefore enhancing and expanding the bus and taxi services, to include the transporting of school children,
- the upgrading of all access roads to the various villages and townships, and
- Improve road signage, including road painted signage.

INTENDED OUTCOMES

The intended outcome will be an integrated transportation system, to be safe, secure, reliable and affordable, through a public participation process and to the benefit of the total community, enhancing economic growth of the total area.

4.2.6. DISASTER MANAGEMENT PLAN

INTRODUCTION

According to the Disaster Management Bill 2002, the responsibility of disaster management rests with government at National, Provincial and Local (Municipalities) level. Within the Mkhondo Local Municipality's planning process a Disaster Management Plan is a single inclusive plan that comprehensively guides all municipal activities, responsibilities and budget allocation in this regar

KEY ISSUES

Due to the location, topography and the nature of the surrounding environment, the Mkhondo region is considered potentially vulnerable to the following disasters:

- veld and forest fires, and
- Heavy storms and floods.

Secondary risks include:

- strong winds,
- road accidents, and
- Spillage of dangerous/hazardous goods and materials.

OBJECTIVES

Disaster management encompasses a continuous, integrated, multi-disciplinary approach that reduces risk and effectively deals with post disaster recovery and rehabilitation. The Disaster management plan therefore emphasizes the following aims and objectives:

- preventing or reducing the risk of potential disasters in the Mkhondo Local Municipality (LM),
- mitigating the impact and consequences of disasters on the infrastructure, environment and people of the Mkhondo LM,
- complete emergency preparedness in both pre- and post-disaster situations,
- ensure an integrated, multi-sectorial response to any form of disaster in a reliable, rapid and effective manner, and
- Ensure comprehensive post-disaster recovery, rehabilitation and reconstruction.

STRATEGIES

In order to accomplish the present objectives, the Disaster Management Plan makes consideration for a direct strategy that will allow the realization of desired outcomes. These strategies include:

PREPAREDNESS

Although a lot of emphasis is placed on prevention and mitigation processes it is and will remain essential to ensure a sufficient level of preparedness amongst the community within the Mkhondo LM. The following principles can be highlighted:

- initiate effective utilization of the new disaster management centre that is being constructed,
- co-ordinate the training of councillors and officials, communities and all external role players,
- providing awareness and educational campaigns for local communities, and
- Assess and evaluate the level of preparedness in the Mkhondo area on an ongoing basis.

MITIGATION

Mitigation refers to the systematic reduction in the extent of exposure to a disaster and/or the likelihood of its occurrence, and can be summarized under the following categories:

1) Risk assessment

It is expected that an in depth risk assessment is done in order to highlight areas that are potentially disaster prone. These areas should then be classified as either high- or low-risk zones and should be allocated with resources and infrastructure accordingly.

2) Warning system

The disaster management centre will be required to act as repository of, and conduit for information concerning issues regarding potential disasters and disaster management. Additionally it will have to fulfil the following functions:

- collect information on potential disasters and disaster management,
- process and analyze available information, and
- develop and maintain an electronic database allowing efficient availability of information.

3) Risk reduction

Strategies intended to reduce the risk of disasters include:

- effective coordination of structures for integrated disaster management
- intensive awareness campaigns
- ensure provision of sufficient equipment and machinery – request funds

Reconstruction and rehabilitation

An essential part of effective disaster management is to have specific post disaster strategies in place that will limit the destructive long-term effects of any disaster within the Mkhondo region. These include:

- re-design and re-construct infrastructure in such a manner that it is secured against similar disaster in future,
- ensure that all new infrastructures adheres to engineering codes and standards, and
- in addition to providing rapid and effective emergency rescue and relief, also provide the necessary counselling and rehabilitation.
-

INTENDED OUTCOMES

The disaster management plan's intention is to effectively prevent potential disasters. Additionally it strives to facilitate awareness; deduce risk; mitigate effects; ensure rapid emergency relief and response; and to assist in recovery, rehabilitation and reconstruction.

5.2.7. INTEGRATED HIV AND AIDS STRATEGY

INTRODUCTION

The Mkhondo Municipality represents the interface between government, civil society, business and the people governments are instituted to serve. It provides a platform for the empowerment of community members and individuals. The Municipality allows for government policy decisions on HIV and AIDS taken at higher tiers of government to be brought down to a community level. Most importantly accountability for the implementation government policy decisions on HIV and AIDS becomes clearer and easier. Paradoxically, the Municipality provides a platform where outcomes and impacts of HIV and AIDS responses programmes can be assessed due to involvement of people directly infected and affected by the pandemic during implementation. HIV and AIDS by its nature demands that the Municipality adopts a multi -sector approach that hinges on mobilising government departments, civil society, labour, and business in a manner that ensures that the voices of key stakeholders are heard.

The development of the Local Strategic plan has faced a number of challenges. The current draft that was recently developed for the year 2014 has been submitted late to the Council for adoption, nevertheless we are currently using the Operational Plans that is congruent to the National Strategic Plan, Provincial Strategic Plan and the District Strategic plan. The HIV and AIDS Coordinator and the Clerk have been appointed. The Local Aids Council established in 2013 has gone through a number of challenges and is still struggling to find its rightful place. Fifteen Ward Aids Committees have been launched and trained, on how to respond to TB, STIs, HIV and AIDS and also how their programmes are planned and implemented separately by government departments, business, and NGOs. Consequently, there is no shared understanding of the key drivers, holistic approaches of the epidemic at local level. Such a fragmented response creates additional problems such; duplication of efforts, inconsistent results, lack of accountability has resulted in inefficient utilisation and misappropriation of resources.

It is therefore not surprising that at a local level, it has not been possible to adequately create a holistic view of the current and future impacts of TB, STIs, HIV and AIDS. An efficient and effective allocation of resources provides for proper coordination of different role players in tracking and generating information that would guide timely and relevant decision making by all involved in HIV and AIDS at local level.

Key issues

<u>Economic state of affairs</u>

High unemployment rate, poverty rate, uneven wealth distribution, low economic growth is regularly cited as one of the main contributors to risky behaviour, dependency and general reluctance to treatment in the Mkhondo Local Municipality.

Income inequality

	1999	2004	2009	2013	Ranking: best (1) - worst (18)
Mkhondo	8.4%	7.6%	9.0%	9.3%	**6**

Note: Latest available release by Stats SA of official provincial GDP data is up to 2012 only

Cultural constitution

Mkhondo Local Municipality is mostly dominated by the society that is entrenched and ingrained by the cultural values. Cultural practices such as being involved in polygamous relationships, gender inequality fuelled by culture, women being disempowered and unable to exercise their rights prevails its dominance. Superstitious beliefs are also contributing factors to the spread of HIV/AIDS.

Religious Situation

The majority of churches exert a vast influence in the society by discouraging pre-marital sexual relationships, but it's a subject that generally ignored. We also engage the religious fraternity urging them to mainstream programmes that responds to the HIV / AIDS scourge, the response is gradually increasing. Incidents where Pastors mislead people on the issues of adherence to treatment they are very minimal and those that were brought forward were dealt with.

Social security

Child support grant has been seen as means to earn an income, which leads to unprotected sexual activities with the notion of being pregnant. Similarly, for an individual's prerequisite for eligibility to own a RDP house, that individual has to have dependents, leading again to unprotected sexual activities to meet the requirements (getting pregnant to have dependents). Furthermore the number of pleasure executives (sex workers) has increased, however we have a very congruent working relationship with the NPOs (PSASA, TAC and HDA) providing them with a comprehensive Risk Reduction Programme. Another key population that is growing is gay community, but due to stigma and discrimination plenty of them are still in the closet, nevertheless we are working together with Anova /Project Boitato on issues that have to do with men having sex with men (MSM) and LGBTIs (lesbian Gay Bisexual.

Epidemiology of HIV & AIDS, STIs and TB

HIV Prevalence in Mkhondo

South Africa uses two methods of tracking HIV prevalence in the country, which are population-based household surveys, and sentinel surveillance surveys of pregnant women attending antenatal care.) Furthermore, there has been a fluctuation in HIV prevalence among the general population since 2008(47.2%, 2009 (49.4&) 2010 (45%). A peak in HIV rates was reached in 2011 where the HIV prevalence was 56.1%. In 2012 we were sitting at 42.3%, 2015 at 50 % as per **ANTENATAL SURVEY FOR HIV PREVALENCE 2008-2012**

Health Facilities

Sub-district	Hospitals	CHCs	PHCs	Total No. Fixed Facilities
Mkhondo	2	2	10	13

Vision and Goals

The proposed Mkhondo's long term vision must be aligned to the DSP, PSP and NSP visions. Therefore the Local Municipality proposes to adopt the four zeros outlined in the DSP, PSP and NSP. The 20 year vision for Mkhondo Local Municipality is:

 Zero new HIV and TB infections,

 Zero new infections due to vertical transmission

 Zero deaths associated with HIV and TB

 Zero discrimination associated with HIV and TB

Strategic Goals of the LSP (Local Strategic Plan)

The following broad strategic goals are being proposed for the LSP 2012-2016. These are aligned to the DSP.

1) Reduce the rate of new STIs, HIV and TB infections by 50%

2) Enhance access to appropriate treatment, care and support to 80% by all HIV-positive people and their families by 2016 and increase the average life expectancy to 70% of people who have begun and are on treatment by 5 years

3) Reduce self-reported stigma related to HIV and TB by at least 50%.

4) Strengthening the capacity of LAC and WACs to efficiently and effectively coordinate the multi-sectorial response of all key stakeholders

Strategic Objectives

The LSP is informed and guided by the following strategic objectives:

1) Addressing social and structural barriers to HIV, STI and TB prevention, care and impact

- Mainstream HIV, STIs and TB programmes in all sectors

- Address behavioural and socio-economic drivers of HIV, STIs and TB

-Empower men and women to address inequalities and gender-based violence

-Establish structures to assist in addressing the pandemic and its factors

2) Preventing new HIV, STI and TB infections

-Increase HIV Counselling and Testing (HCT) by 100% by 2016,

-Reduce the negative stigma surrounding HIV, and Aids

-Put emphasis on behavioural change

-Conduct Male Medical Circumcision campaigns.

-Reduce new HIV & STIs and TB infections

-To reduce MTCT to less than 2% at 6 weeks and less than 5% at 18 months by 2016

-Adequate distribution of condoms

3) Sustaining health and wellness

- Increasing Access to Care, Treatment and support for HIV, STIs and TB

- Make anti-retroviral drugs (ART) available to all health care facilities, and

- Enable an environment for sustainable home and community based care services.

- Increasing more support groups

4) Increasing the protection of human rights and improving access to justice.

- Eradicate discrimination and encourage equal treatment of people irrespective of their HIV status,

-Set up structures that allows individuals to realize their basic human rights

-Strengthen Mechanisms for Monitoring Abuses

90-90- 90 STRATEGY

The Minister of Health Dr Aaron Motsoaledi launched the National HCT campaign and treatment expansion on the 25th April 2010

This strategy seeks to address:

90% of the population must be diagnosed (tested)

90% of those diagnosed must be on treatment

90% of those on treatment must keep their viral load suppressed

OPERATION VUKA SISEBENTE (OVS)

The Mpumalanga Provincial Government has adopted the delivery Coordinating Model (operation Vuka Sisebente) in February 2015. This Model will support the coordinated implementation of service delivery interventions aimed at curbing social ills, including the triple challenges of unemployment, inequality and poverty, the scourge of HIV/AIDS and escalating crime and corruption

It operates in a form of a War Room where key community based structures, departments, and private sectors are involved.

LSP guiding principles and values

In order to ensure issues of the collective are addressed in the formulation and eventual roll-out of the LSP, the development of the strategic plan is guided by the following principles and values:

a) Centricity of the individual

Individual commitment and awareness of rights and the various roles played by government, civil society, business and other stakeholders is always at the center of the response interventions.

b) Partnerships

In line with multi sectorial approach advocated in the DSP, PSP, building partnerships between government departments, business, local government and civil society will enhance and strengthen the planning, implementation and monitoring processes.

c) Non- Discrimination

The planning, implementation and review of the responses are to be carried out in a manner that does not exclude others such PLWHA, people with disability and migrants.

d) Clarity of roles and responsibilities

Defined roles and responsibilities will limit confusion, duplication, misappropriation and inefficient utilisation of finite resources ensuring improved accountability.

e) Alignment with Local Government Planning Cycle

Alignment with local government planning cycles is needed to ensure mainstreaming of responses into IDP and sector budgets of local government planning documents and LSP.

f) Evidence based planning

Prioritization of focus areas and allocation of resources will be guided by hard evidence and measurable outcomes.

g) Capacity building

LAC and WAC structures will be strengthened and augmented by adequate training on monitoring systems to ensure coordinated planning, implementation and reporting on identified responses.

h) Participation

The development of the LSP is participatory and inclusive involving all key stakeholders in all processes.

Intended outcome

The intended outcome of the Mkhondo HIV/AIDS Strategy is to educate and inform the community and direct municipal conduct in regard to alleviating the effect of HIV on local communities. Monitoring and evaluation.

4.2.8. PERMOMANCE MANAGEMENT SYSTEM

IMPLEMENTATION OF PERFORMANCE, MONITORING AND EVALUATION

This chapter focuses on the status quo of Performance Management in the municipality since employee performance impacts directly on the overall attainment of Council's strategic objectives as outlined in this document.

The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, bi-annual and annual basis). The institutional SDBIP forms the basis for department-based SDBIP and the performance agreements and plans of employees.

PERFORMANCE MANAGEMENT

Performance Management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

The Performance Management System within Mkhondo Local Municipality is intended to provide a comprehensive, step by step planning design that helps the municipality to manage the process of performance planning and measurement effectively.

STATUS OF THE PERFORMANCE MANAGEMENT SYSTEM IN MKHONDO LOCAL MUNICIPALITY

The municipality decided to pursue a scorecard SDBIP at organizational level and through the detailed departmental Service Delivery and Budget Implementation Plan (SDBIP) at top management and departmental levels through which the organizational performance will be evaluated.

The municipal scorecard SDBIP is of a high-level nature, as it deals with consolidated service delivery targets. It therefore provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities and also facilitates the oversight over financial and non-financial performance of the municipality.

The Municipal Scorecard is the municipality's strategic implementation tool and shows the alignment between the Integrated Development Plan, the budget and the Annual Performance Agreements of all section 56 managers.

ORGANISATIONAL LEVEL

During the financial year 2015/16 PMS has been cascaded to Senior Manager and as results, all section 56 managers and senior managers has signed performance agreements as legislatively required.

Regular monitoring at this level; is taking place and quarterly performance reports are submitted to council for scrutiny and comment. The Municipality has resolve to employ the service of electronic quarterly reporting. The company called Arms Assist has been appointed to assist in implementing the change.

The organizational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organizational level and through the service delivery and budget implementation plan at top management level and departmental levels.

INDIVIDUAL LEVEL

Mkhondo local Municipality implements a performance management system for all its senior managers (section 56 managers) is in the process of cascading it down to all lower level employees.

This process has led to a particular focus on service delivery and means that:

- At the beginning of each financial year all senior managers (section 56 managers) sign performance agreements.
- Evaluation of each manager's performance takes place at the end of each quarter.
-

KEY PERFORMANCE INDICATORS (KPIs)

Section 38 (a) of the Systems Act requires municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations to this Act maintains in this regard, that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by section 12 (1) of the regulations to the systems Act, the municipality must also set performance targets for each of the performance indicators.

The IDP process and the performance management process must be seamlessly integrated as the Performance Management System serves to measure the performance of the municipality on meeting its development objectives is contained in its IDP.

The SDBIP Concept: A Practical Perspective

<u>Top layer</u>

- Consolidated service delivery targets set by top management
- Approved by the Mayor
- Tabled in council for information and monitoring
- Include high level information per ward
- Revised targets approved by Council following approval of the adjustment estimate
- Final SDBIP 14 days after approval of the budget
- Approve SDBIP within 28 days after budget approval

- Multi-year municipal scorecard

Departmental SDBIP

- Provides more detail of each output for which Top Management is responsible
- How the departments will implement the Top Layer SDBIP
- MM has access, but senior managers will use to hold middle-level and junior managers responsible for components of the SDBIP and targets

Performance Reporting

Quarterly reports

Reports reporting on the performance in terms of the Top Level SDBIP are generated from the system and submitted to council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurements of performance, the identification of corrective actions and recommendations for the adjustments of KPIs, if necessary. The format of the report is submitted to Council for approval before 25 January of each year and published on the municipal website afterwards.

Annual reporting

The annual report of a municipality must include the annual performance report and any recommendations of the municipality's Audit Committee. The Accounting Officer of the municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relate.

4.2.9 PUBLIC SAFETY

1. TRAFFIC

INTRODUCTION

The key function of the division is to address matters that relate to Safety Environment of the South African citizens from a National, Provincial to Local spheres of government .It is governed by the National Road Traffic Act of 1993 of 1996.

KEY ISSUES

The location and the nature of the surroundings road infrastructure and specifically issues that relate to Road Safety , in eMkhondo area particularly N 2 is considered one of the problematic road that contribute a lot in accidents around the National as well as in Provincial level , because of the fact that the our area Mkhondo is located within other surroundings that most of the communities has attraction on, it makes our area to have lot of vehicles that end up resulting in contributing to accidents

Risks identified Matrix

- Abnormal and heavy motor vehicles
- Road Accidents involving substance abuse
- Public Transport overload

OBJECTIVES

To establish and factor in a local integrated transport systems within eMkhondo area and the neighbouring surroundings like Swaziland and KZN in order to eliminate the identified risks that results in road carnage as outlined in a risk identified matrix

STRATEGIES

To strengthen road safety activities: Road Safety awareness campaigns to communities, Facilitation of driver of the year competition and Visibility of traffic officers, Road Blocks, stop and search allocating a patrol vehicle twenty four hour service.

INTENDED OUTCOMES

The Local integrated Transport System's intention will be to effectively prevent potential road accidents, reduce the current number of road fatalities and further consioutise road users of the danger of drinking and driving as it is identified and a major contributory factor.

2. LICENSING

Fair testing of learners and drivers licenses, examining of vehicles is still a key priority because it create a platform of shaping driver skills as well as maintaining road worthy vehicles around our jurisdiction, thou the current manual tool is still having challenges, the municipality is intending in future to move away from manual testing tool to computerized system.

3. SAFETY AND SECURITY

Crime remains a challenge in most of our places inclusive of the eMkhondo area, however the Department of Community Safety Security in the introduction of Local Community Safety Forums is gradually impacting on the crime.

Common Crimes Identified:

- Contact Crimes
- Stock theft
- Businesses Robberies
- House breaking
- Selling of drugs

Strategies

To involve all role players and stakeholders (Communities, NGO's, CPF's, and Tourism Guides etc) in the fighting against crime campaigns. And further ensures that all the streets lights are properly working and grass is cut.

4.2.10 MAYORALTY AND COMMUNICATIONS / TARGET GROUPS OR TRANSVERSAL UNIT

INTRODUCTION

The Communication and Mayoralty Unit comprises the six (6) sections; namely:

a. Communication and Media Liaison
b. Public Participation
c. Target Group
d. HIV and AIDS
e. Office of the Executive Mayor
f. Office of the Speaker
g. Office of the Councillors
h. Office of the Chief Whip

1. Key Issues

Each of the abovementioned components deals with its own responsibilities as per the approved Service Delivery and Budget Implementation Plan (SDBIP) of the Municipality. The following outlines the key functions performed by each component:

1.1 Communication and Media Liaison Component

This component manages the overall internal and external communication, media engagement, online communication platforms, photography, website, branding, marketing and campaign, crisis, direct communication, research, issues/complaints from the presidential hotline and community/stakeholders, petitions from the provincial legislature and public protector's office, Izimbizo and outreach programmes.

1.2 Public Participation Component

The Public Participation component ensures that public participation remains structured and institutionalized through the enactment of the Local Government: Municipal Structures Act, No. 117 of 1998, Local Government: Municipal System Act, No. 32 of 2000 and Local Government: Municipal Finance Act, No. 56 of 2003 and other applicable pieces of legislation.

1.3 Target Group Component

The core function of the section is to address issues that deal with targets groups such as the Youth, Persons with disability, Gender, Woman, Children and Elderly people. It organizes, empowers, provides necessary information and gives ways to integration of transversal approach in to policy.

The section also revitalises and youth to create an environment that will support targets groups on local governance with an aim to promote and protect the right of the targets groups. It is also its competency to address, assist and develop young people in alleviating poverty and lack of skills.

1.4 HIV & AIDS Component

This component serves to address social and structural drivers of HIV, TB and STI prevention, care and impact.

1.5 Office of the Executive Mayor

Working with the Mayoral Committee, the Executive Mayor is entrusted with the responsibility of executing functions ranging from the Enhancement of good governance, Building of external and media relations, Promoting of civic and institutional pride, Supporting and engaging with the community and Facilitating of the process of governing.

1.6 Office of the Speaker

The Speaker carries out the duties of Chairperson of the Municipal Council under the Local Government: Municipal Structures Act, (No. 117 of 1998), Local Government: Municipal System Act, (No. 32 of 2000) and Local Government: Municipal Finance Act, (No. 56 of 2003) and other applicable pieces of legislation that include the Municipality‘s Rules of Order, common law and tradition.

The Speaker presides over Municipal Council meetings so that its business can be carried out efficiently and effectively. He/She provides information and recommendations to the Municipal Council with respect to the role of Council to enforce the Code of Conduct and exercise delegated authority.

He/She ensures that Council meetings are conducted according to the rules of order of the Municipality to ensure compliance of the Code of Conduct in the council and its committees, protect a Councillor‘s right to freedom of speech at meetings of the Council and protect a Councillor‘s right to privilege. The Speaker also arranges public access to meetings of the Council.

1.7 Office of the Councillors

The office performs tasks or activities associated with the provision of administrative services of the Councillors by providing information and assistance to members of the public and other external stakeholders as determined by applicable legislation and procedures. It is maintaining accurate and up-to-date Councillors’ files and records for assigned areas. It ensures effective and efficient administrative support in the office of the Councillors.

1.8 Office of the Chief Whip

The Chief Whip is the most senior party Whip, upon whom rests the ultimate responsibility for the actions of all party’s Councillors. The Chief Whip is a political office that is assigned to an elected Members of Council whose task is to administer the Whippery system of the Council and oversee its political and administrative functioning, as well as ensure that Members of Council attend and vote in the Council when appropriate. It also undertakes the Council duties as the elected representatives of the community.

The Chief Whip is a political manager and strategist and act as a communication links between the Council and the Executive. The Chief Whip must maintain the dignity of Council. The Chief Whip is responsible for party organization, including the activities of Caucus, Study Groups and individual maintain order at meetings.

2. Risks Identified Matrix

The risk(s) listed below emanated from the latest assessment conducted by the Internal Audit Unit:

2.1 Lack of approved Youth and HIV & AIDS policies.
2.2 High rate of HIV prevalence.
2.3 High rate of poverty and unemployment.

3. Objectives

The below is the summary of the broader objectives of the Unit:

a. To ensure that communication across in the Municipality is coherent, reliable, ethical, open, encourages participation, well-coordinated, transformative, professional, consistent, credible, effectively managed, impactful and meets the needs of all citizens.
b. To promote effective communication among Managers and employees in a manner that advances the Municipality's goals and institutional key performance areas.
c. To pay closer attention to transversal issues, reflect on its legislative and operational mandates, success and challenges.
d. To create a conducive environment for the targets groups to operate in.
e. To improve management /teaching skills and practise in a community
f. To promote and create environment and opportunities, interventions that seek to provide development.
g. To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance

4. Strategies

a. Develop a Communication and Public Participation strategy that encompasses key areas such as community and stakeholder involvement, planning and project processes.
b. Establish well supported and functional stakeholder engagement platforms such as the Ward Committees, Local AIDS Council and Committees, Youth Council and Disability Forum.
c. Co-ordinate communication relating to the work of government and profile projects and programme.
d. To make public participation a strategic priority within the Municipality.
e. Identify media platforms and opportunities for effective and efficient Municipal communication such as Community Radio (Mkhondo FM), Municipal Publications and Print Media.
f. Examine different aspects of public participation within environmental decision-making to determine inclusiveness, nature of deliberation and sharing of decision authority.
g. Coordinating intensive awareness campaign programmes.
h. Maintain an interactive Municipal website through effective management of content.

5. Intended Outcomes

a. To contribute to the decision making process of the Municipality with regard to strategic communication and public participation.
b. To promote awareness aiming at preventing new HIV, STI and TB infections.
c. To ensure that target groups have meaningful participating in government and civic affairs.
d. To create an enabling environment for the target groups in order for them to become economically viable and engage in their own and for community upliftment.
e. To ensure that through constant media engagement, the Municipality is able to inform, educate, stimulate public interest and create a forum for communication and public participation.
f. To reach disadvantaged rural communities to actively disseminate information and carry out the Municipality's constitutional obligation.

4.2.11. FINANCIAL PLAN

The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to align its Integrated Development Plan (IDP) with its budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

BUDGET SUMMARY ON OPERATING BUDGET

The development of the annual operating budget is a process that starts with Mkhondo Municipality's Council focus areas and the development of the fiscal framework. The framework is presented to Council to provide an overview of revenues and expenditures, based on a status quo level of service. With this review, Council then provides staff with direction regarding the assumptions that underlie the development of the budget ensuring that the expenditure target incorporates Council priorities and strategic direction for the upcoming fiscal year.

FINANCIAL STRATEGY

As part of Mkhondo Municipality's financial and other strategies there are a variety of policies and tools which interact with the operating and capital budget process:

A three year financial strategy outlines Council's principles of financial management as well as its reserve, debt and capital spending policies. All Mkhondo Municipality's Business Units should developed business plans, including an overview of their operations, a financial and resource utilisation summary, an analysis of the challenges and opportunities facing each Unit, and a summary of the goals for the Business Unit, including specific objectives relating to these goals. Each Business Unit should also provide a summary of their accomplishments against their previous plan, and develop performance measures applicable to gauge their efforts.

MULTI-YEAR FINANCIAL STRATEGY

Mkhondo Municipality's three year financial strategy responds to a number of objectives such as:

To understand the baseline

- To anticipate future operating, capital and reserve requirements
- To reasonably predict assessment rates and debt requirements in advance to make decisions in an appropriate time frame with as broad a consultation process as Council requires
- To develop targets for services with clear links between costs, services and financial capacity

To develop a basis for financial responsibility in future decision-making, the municipality must assume the principles of financial management which will provide a framework for business planning, operational effectiveness and discipline and restraint in spending and funding.

The municipality must

- fully adhere to generally recognised accounting practice, and the objectives of financial Statements as required by the Municipal Finance Management Act, Act 56 of 2003
- make decisions based on sound business planning and a full understanding of the financial implications of operating each unit.
- set budgets which are based upon reasonable, supportable and complete assumptions that Council and management believe reflect the most probable set of economic conditions and planned courses of actions. To be reasonable, these assumptions need to be consistent with the business plans of the unit.
- Mkhondo Municipality's Council and Management will develop and adopt a sustainable plan for reducing debt servicing and a plan for enhancing and sustaining reserves.
- Council will implement a prioritised three-year capital budget, recognising that individual communities have differing needs.

The implications of implementing a three year financial strategy require a focus on continuing work plans that will integrate financial factors into Mkhondo Municipality's decision making.

REVENUE RAISING STRATEGY

Mkhondo Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. The Local Economic Develop strategy should be developed in order to attract local and international investment for job creation and business development.

The revival of Mkhondo Cultural village (Tourism Centre) will boost the economy through tourism, therefore injecting operating income from rental of the facility to local and international visitors. The municipality will rigorously engage in a process of identifying all uneconomic and unutilised assets for the purpose of disposing them resulting in additional revenue from the proceeds thereof. Customers should be encouraged to pay their outstanding debts through the implementation of a debt management solution.

In order to enhance revenue, the following areas need urgent management intervention

- Implementation of the Geographic Information System
- Meter audit to be done
- Collection of arrears through pre paid system
- Proper indigent control
- Data cleansing
- Proper utilisation of all revenue sources

Another method to collect our revenue, the municipality has appointed a debt collector from August 2012 to collect the debts that are 60 days and above and the service level agreement was signed.

ASSET MANAGEMENT STRATEGIES

One of the critical areas in the financial management is the development and maintenance of a GRAP compliant fixed asset register. As highlighted in previous years' audits, a number of key issues relating to the maintenance of the asset register on the accounting system need urgent attention. Mkhondo municipality expects the following business values to be gained through the implementation of this project:

- compiled Fixed Assets Register which is GRAP compliant;
- ongoing improvement of the internal financial controls; and
- a management tool that enables Mkhondo to identify responsible officials in instances where evidence of non-compliance with asset management requirements comes to the attention of management.

The implementation of the reviewed Fixed Assets Policy and the Asset Disposal Policy will assist the municipality in ensuring that a realistic asset register is compiled.

FINANCIAL MANAGEMENT STRATEGIES

In order to achieve and maintain sound financial management, financial controls and policies must be developed, reviewed and implemented to ensure compliance with legislation and internal controls. The following key financial policies were developed and reviewed and are pending council approval for implementation:

- Supply Chain Management
- Fixed Assets
- Asset Disposal
- Cash Management
- Investment
- Budget

CAPITAL ASSETS STRATEGY

Mkhondo Municipality's infrastructure and major capital assets support the delivery of municipal services, its future prosperity, economic development, competitiveness, public safety, and overall quality of life. The long term sustainability of the existing infrastructure and corporate assets directly impacts the ability to provide quality service to the community. Faced with a growing community the dwelling units and demand for sustainable, efficient, and effective service delivery has increased. In addition to these demands on existing resources, new infrastructure, assets, and service capacity improvements are proposed to support community-based initiatives such as the

town plan, community visions, the cultural plan, the active transportation plan, sustainability initiatives, economic strategy, and the community facility plan.

Despite the fact that additional resources have been consistently applied to Mkhondo Municipality's capital budget in recent years, the demand and cost of services has grown at a pace that exceeds the municipality's funding capability. The gap is steadily growing between the demand for service and the ability to fund both maintenance of deteriorating infrastructure and acquisition and construction of new infrastructure. This "Infrastructure Gap" represents a significant challenge to Mkhondo Municipality for the foreseeable future.

FINANCIAL MANAGEMENT SYSTEMS

The municipality has two financial management systems which

1. Munsoft system is used for procurement, Billing and day to day transactions.
2. VIP system is used for payroll administration and payment.

VALUATION ROLL

The municipality has appointed the valuer for the preparation of 2014 valuation roll and currently the valuer have evaluated all properties in Mkhondo and the valuation roll is available in the municipality.

4.2.12. MUNICIPAL MANAGER: FORESTRY DIVISION

INTRODUCTION

Forestry is defined as the science, art, and craft of creating managing, using, conserving, and repairing forests and associated resources, in a sustainable manner, to meet desired goals, needs, and values for human benefit (Dictionaryofforestry.org.2008-10-22). In South Africa forestry includes specialised fields such as commercial forestry, community forestry and agro-forestry. The challenge of forestry industry is to create systems that are socially accepted while sustaining the resource and any other resources that might be affected such as scarcity of water, availability of fertile land for expansion, land for construction for residential developments and commercial construction, competition with agricultural crops for food security. And therefore, the Department of Agriculture, Forestry and Fisheries (DAFF) strategic goals focus on:

- Increased profitable production of food, fibre and timber products by categories of producers
- Sustained management of natural resources
- Effective national regulatory services and risk management systems
- A transformed and united sector

- Increased contribution of the sector to economic growth and development
- Effective and efficient governance

Mkhondo Municipality is a local sphere of government and seeks to adhere to the National strategic goals set by DAFF.

Mkhondo Municipality falls under the Gert Sibande District and is the main link for both industrial and commercial transport from Gauteng to the import/export harbour at Richards Bay.

Mkhondo is surrounded by forestry plantations with economic activities such as timber, paper and wattle bark production as well as other mining products. Three major sawmills; Mondi, Tafriba, and PG Bison are located outside of town. Whereas Mondi, Sappi, TWK and Komatiland Forests are the major companies that lead the forestry industry in the area. The annual rainfall is estimated to be 920mm per annum with an average annual temperature of 16.6ºC (climate-data.org).

Mkhondo Local Municipality is the only municipality in the whole of the Mpumalanga Province that owns a biological forestry asset with an estimate of 3900 hectares (ha) of Forestry land. The commercial species include various *Eucalypts*, *Pine* (*P. patula* and *P. elliottii*) and *Acarcia meanrnsii*. The plantation is spread throughout Mkhondo stretching from Mahamba and Houdkop road, Iswepe and Amsterdam. It is evident that in the past the asset has generated revenue for the municipality allowing it to improve service delivery. From 2013 to 2014 the value of the biological asset has increased by R19 832 658-00. The Forestry Division has employed 269 employees of which constitute 26 permanent staff members, 59 EPWP workers, and the balance being local contractors. The municipality is committed to sustaining the asset and in the process of investigating alternative ways of managing the plantation independently of municipal functions.

KEY ISSUES

- Increase in population and competition for land
- Fire risk
- Pest and Diseases
- Invader Plant Control
- Global climate change
- Mechanisation/Modernisation

- Management data/systems
- Timber theft
- Financing the forestry operations
- Insufficient staff due to budget constraints
- Limited expertise

OBJECTIVES

To achieve sustainable forest management that is economically viable, socially beneficial, and environmentally acceptable.

STRATEGIES

Sustainability

Economically viable

- Sustained production of wood fibre from one rotation to the next
- Maximising profit through timber sales and therefore enhancing service delivery and minimise costs

Socially beneficial

- Creating local employment opportunities
- Skills development through training
- Skills transfer

Environmentally acceptable

- Maintaining key ecosystem processes likely to affect the sustained production of Net Primary Production and site biomass

Integrated Forest Management Plan

- Increasing the biotic potential of the plantation through planting genetically improved material or correct species choice
- Applying silvicultural practices to manipulate resource availability favourably
- Improve site quality

Integrated Environmental Management Plan

- Forest plantations have been declared a stream-flow reduction activity and therefore it is important to balance productivity and sustainability by optimising use of water resources
- Manage poor silvicultural and harvesting practices that will result in soil erosion
- Conservation and protection of all natural fauna and flora
- Management of invasive exotic plant species

RISK MANAGEMENT

Integrated Fire Management Plan

- Assess fire hazard at regional and plantation level
- Determine fire protection requirements in the landscape
- Establish effective firebreak systems and buffer zones
- Disaster management
- Control over fire protection programme

Diseases and pests of Eucalyptus, Pine and Acacia species

Collect sample of infected plants or insects for submission for confirmation by experts (Tree Protection Co-operative Programme) TPCP.

Certification

Apply for the Forestry Stewardship Council (FSC) certification. FSC certification provides a mechanism for companies, organisations and communities to demonstrate their commitment to generally accepted societal values and thereby affirm that products and services originating from a certified forest are produced in a responsible manner.

MITIGATION OF RISKS

Transfer risk out the system

Tolerate low and medium risks

Terminate the risk by removing it

Treat the risks through company policies and procedures and identify controls that would mitigate the root cause of any high risk activity.

INTENDED OUTCOME

The intention of the forestry asset is to maximise profit through sustainable management of social, economic and environmental practices and therefore improve service delivery to the community.

CHAPTER 5

ALIGNMENT OF THE IDP WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

INTRODUCTION

In line with section 24 of Local Government: Municipal Systems Act 32 of 2000, the municipality aligned its IDP with the Gert Sibande District Municipality, provincial and national priority areas. The documents that are used as tools of alignment are as follows:

5.1 MEDIUM TERM STRATEGIC FRAMEWORK

- The priority areas to give effect to the above MTSF strategic objectives are:
 - more inclusive economic growth, decent work and sustainable livelihoods
 - economic and social infrastructure
 - rural development, food security and land reform
 - access to quality education
 - improved healthcare
 - the fight against crime and corruption
 - cohesive and sustainable communities
 - creation of a better Africa and a better world
 - sustainable resource management and use
 - A developmental state, including improvement of public services.

- **PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)**
 - PGDS developed the following priority areas:
 - **Economic Development** (I.E. investment, job creation, business and tourism development and SMME development);
 - **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
 - **Human Resource Development** (i.e. adequate education opportunities for all);
 - **Social Infrastructure** (i.e. access to full social infrastructure);
 - **Environmental Development** (i.e. protection of the environment and sustainable development); and
 - **Good Governance** (i.e. effective and efficient public sector management and service delivery).

5.2 .GERT SIBANDE DISTRICT MUNICIPALITY IDP

- Strategic Objectives of Gert Sibande District Municipality are as follows:
 - Improve and sustain Financial, Human Resources and Management Excellence across the District
 - Restore and maintain the institutional integrity of the District and its constituent LMs

- Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning

- Improve and sustain Financial, Human Resources and Management Excellence across the District

- Creation of decent jobs, poverty alleviation, sustainable livelihoods & Rural Development , food security and Land Reform through LED

- Improve the quantity and quality of Municipal basic services to the people

- Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes

- Create a single window of co-ordination for the support, monitoring and intervention in municipalities within the District

- Advanced Community Well-being

- Facilitate the development and strengthening of a politically and administratively sound and stable municipalities within the District

In conclusion, the following table is an illustration of how projects and activities of Mkhondo Local municipalities are aligned to national, provincial and district priorities.

National Goals	**Mpumalanga Province**	**Gert Sibande District**	**Mkhondo Local Municipality Development Priorities**	**2013/2014 Projects that address development priorities**
More inclusive economic growth, decent work and sustainable livelihoods Economic and social infrastructure	Economic Development (I.E. investment, job creation, business and tourism development and SMME development);	Improve the quantity and quality of Municipal basic services to the people Creation of decent job creation, poverty alleviation, sustainable livelihoods & Rural Development , food security and Land Reform through LED	Basic Service Delivery Local Economic Development	Mkhondo Sewer Treatment Works
				Nkonjaneni Water Borne Sanitation
				Bus and Taxi Route in Kwa-Thandeka
				Bus and Taxi Route in eThandukukhanya
				Installation of High Mast Lights
				Installation of Boreholes in Rural Wards
				Installation of VIP toilets in Rural Wards

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2013/2014 Projects that address development priorities
				Township establishments: to formalise all informal settlements in the municipality and open township registers for all the formalised townships (formalisation of informal settlements)
				Fencing of municipal infrastructure (water treatment plant, sewer treatment plant and substation, reservoir)
				Construction of a new waste cell landfill site in EMkhondo
				Fencing of cemeteries in Amsterdam and Driefontein
A developmental state, including improvement of public services	Social Infrastructure (i.e. access to full social infrastructure); Environmental Development (i.e. protection of the environment and sustainable development);	Stimulate integrated and sustainable and shared Regional Development through aligned Spatial Planning	Local Economic Development Basic Service Delivery	Cooperative Support Pilot Project: Purchase of major production machinery and equipment for women and youth cooperatives
The fight against crime and corruption		Advanced Community Well-being	Good Governance and Public Participation	
The fight against crime and corruption		Improve and sustain Financial, Human Resources and Management Excellence across the District Improve and sustain Financial, Human	Financial Viability and Management Municipal Institutional Development and Transformation	

National Goals	Mpumalanga Province	Gert Sibande District	Mkhondo Local Municipality Development Priorities	2013/2014 Projects that address development priorities
		Resources and Management Excellence across the District		
Sustainable resource management and use	Good Governance (i.e. effective and efficient public sector management and service delivery). Human Resource Development (i.e. adequate education opportunities for all);	Deepen democracy through effectively and efficiently functional Public Participation structures, mechanism and processes	Good Governance and Public Participation	

CHAPTER 6

RESOURCES OPERATIONAL BUDGET AND CAPITAL PROJECTS

MP303 Mkhondo - Table A1 Budget Summary

Description	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Out-come	Audited Out-come	Audited Out-come	Original Budget	Ad-justed Budget	Full Year Forecast	Pre-au-dit out-come	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Financial Performance										
Property rates	**18,893**	19,952	31,383	38,936	38,936	38,936	17,245	40,458	42,966	45,501
Service charges	103,484	103,172	109,395	129,207	129,207	129,207	60,145	138,767	147,787	163,622
Investment revenue	2,347	2,514	1,213	1,449	500	500	4,217	533	566	599
Transfers recognised - operational	150,931	115,784	132,882	161,926	196,407	196,407	128,822	174,112	189,449	204,612
Other own revenue	15,268	28,901	47,712	30,600	32,100	32,100	15,951	46,413	49,291	52,199
Total Revenue (excluding capital transfers and contributions)	290,923	270,323	322,585	362,118	397,150	397,150	226,381	400,283	430,059	466,534
Employee costs	86,757	97,764	112,532	113,732	117,516	117,516	57,260	134,613	144,844	155,852
Remuneration of councillors	12,100	12,104	12,840	11,198	13,500	13,500	6,570	14,391	15,283	16,185
Depreciation & asset impairment	71,498	72,525	70,686	73,058	73,058	73,058	36,293	75,080	77,332	79,652
Finance charges	1,184	4,068	7,528	446	249	249	3,140	266	282	299
Materials and bulk purchases	74,851	100,970	114,275	106,804	110,143	110,143	51,614	137,920	148,173	159,128
Transfers and grants	3,466	3,876	6,480	12,835	12,835	12,835	2,290	12,728	9,715	7,943
Other expenditure	70,304	96,521	102,400	105,101	116,355	116,355	52,741	126,935	135,198	143,908
Total Expenditure	320,160	387,828	426,741	423,174	443,655	443,655	209,908	501,933	530,827	562,967
Surplus/(Deficit)	(29,237)	(117,505)	(104,157)	(61,056)	(46,505)	(46,505)	16,473	(101,650)	(100,768)	(96,433)
Transfers recognised - capital	41,908	102,972	90,683	81,885	201,072	201,072	121,238	75,166	83,732	89,395
Contributions recognised - capital & contributed assets	–	–	–	–	39,534	39,534	39,534	–	–	–
Surplus/(Deficit) after capital transfers & contributions	12,671	(14,533)	(13,474)	20,829	194,100	194,100	177,245	(26,484)	(17,036)	(7,038)
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	12,671	(14,533)	(13,474)	20,829	194,100	194,100	177,245	(26,484)	(17,036)	(7,038)
Capital expenditure & funds sources										
Capital expenditure	**64,491**	98,092	108,712	92,932	240,605	240,605	240,605	77,266	83,732	89,395
Transfers recognised - capital	**56,954**	93,612	90,683	81,885	201,072	201,072	201,072	75,166	83,732	89,395

Public contributions & donations	**–**	–	–	–	–	–	–	–	–	–
Borrowing	**–**	–	–	–	–	–	–	–	–	–
Internally generated funds	**7,537**	4,480	18,029	11,048	39,534	39,534	39,534	2,100	–	–
Total sources of capital funds	**64,491**	98,092	108,712	92,932	240,605	240,605	240,605	77,266	83,732	89,395
Financial position										
Total current assets	**49,953**	62,480	63,391	132,300	120,265	120,265	127,705	113,794	122,888	139,556
Total non current assets	**1,395,184**	1,318,503	1,339,331	1,239,826	1,406,362	1,406,362	1,424,041	1,493,644	1,551,787	1,598,543
Total current liabilities	**80,942**	111,029	151,491	68,286	86,242	86,242	103,558	83,387	91,235	101,677
Total non current liabilities	**30,579**	32,307	33,317	31,146	12,235	12,235	32,969	35,287	36,546	38,702
Community wealth/Equity	**1,333,616**	1,237,647	1,217,913	1,272,693	1,428,150	1,428,150	1,415,219	1,488,765	1,544,668	1,593,134
Cash flows										
Net cash from (used) operating	**60,753**	78,224	115,850	86,103	210,232	210,232	130,431	66,983	84,165	97,229
Net cash from (used) investing	**(62,031)**	(90,188)	(142,378)	(92,932)	(222,860)	(222,860)	(120,930)	(75,667)	(82,034)	(87,597)
Net cash from (used) financing	**(20,403)**	(1,204)	(1,124)	(1,161)	(800)	(800)	(593)	(875)	–	–
Cash/cash equivalents at the year end	**23,757**	20,956	(2,152)	25,201	3,408	3,408	11,060	1,501	3,633	13,265
Cash backing/surplus reconciliation										
Cash and investments available	**23,757**	25,501	19,397	24,232	17,768	17,768	11,060	1,501	3,633	13,265
Application of cash and investments	**42,414**	78,520	102,094	(15,729)	8,250	8,250	(3,440)	(3,836)	(3,626)	1,373
Balance - surplus (shortfall)	**(18,657)**	(53,019)	(82,697)	39,961	9,517	9,517	14,500	5,337	7,259	11,893
Asset management										
Asset register summary (WDV)	**1,356,620**	1,296,649	89,104	1,279,092	1,344,474	1,344,474	91,448	91,448	93,092	95,510
Depreciation & asset impairment	**71,498**	72,525	70,686	73,058	73,058	73,058	75,080	75,080	77,332	79,652
Renewal of Existing Assets	**–**	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	**10,213**	24,389	–	12,889	16,227	16,227	19,727	19,727	20,950	22,186
Free services										
Cost of Free Basic Services provided	**7,043**	7,150	5,337	9,002	9,002	9,002	9,002	9,002	9,002	9,002
Revenue cost of free services provided	**50**	50	–	50	50	50	–	–	–	–
Households below minimum service level										
Water:	2	2	2	2	2	2	2	2	2	2
Sanitation/sewerage:	17	16	17	19	19	19	19	19	19	19
Energy:	19	20	20	20	20	20	20	20	20	20

Refuse:	29	30	40	42	42	42	42	42	42	43

CHAPTER 7

PROJECTS

The following represents a list of projects to be implemented in Mkhondo Municipality over the next five (5) years. The projects are categorised by implementing agents, largely the municipality itself and provincial departments. The projects have been identified collectively by Mkhondo's internal departments and provincial departments as key projects based on the issues identified by Mkhondo's communities as part of an on-going projects

7.1 Mkhondo Projects 2016/17

PROJECT MANAGEMENT UNIT									
MIG									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
1	Construction of Driefontein to Iswepe and Haartebeesfontein Water Bulk Line	4, 18	Masihambisane, Msinyane, uVuka, Umlazi, Mdubuzane, Driepan, Iswepe and Haartebeesfontein		None	None	R 23,903,194.37	None	None
2	Installation of Water Bulk Line to Rustplaas, Maphepheni and Malayinini and Forest View	6, 8, 17	Rustplaas, Maphepheni, Malayinini and Forest View		None	None	R 20,000,000.00	None	None
3	Construction of Main Access Road in Sandbank	8, 9	Sandbank				R 10,000,000.00	R 10,000,000.00	R 10,000,000.00

PROJECT MANAGEMENT UNIT									
MIG									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
4	Construction of MPCC - Amsterdam	5, 19	Amsterdam town, kwa-Thandeka, France, etc.		None	None	R 11,511,783.39	R 0.00	R 0.00
5	Construction of New Cemetery	All	All	None	None	None	R 6,867,122.24	R 0.00	R 0.00
6	Installation of storm water drainage	All	All	None			R 2,500,000.00	R 2,500,000.00	R 2,500,000.00
7	Construction of sports facilities in eThandukukhanya (Basketball, Volleyball and Tennis courts)	11, 12, 13, 14, 16, 17	eThandukukhanya	None	Basketball, Volleyball and Tennis courts	None	R 0.00	R 3,000,000.00	R 0.00
8	Sewer Package Plant in Haartebeesfontein	4	Haartebeesfontein	None	Sewer Package Plant	None	R 0.00	R 15,000,000.00	R 0.00
9	Sewer Package Plant in eZiphunzini	11, 13	eZiphunzini	None	Sewer Package Plant	None	R 0.00	R 15,000,000.00	R 0.00
10	Construction of Bus and Taxi Route in Driefontein	1, 2, 18	Driefontein	None			R 0.00	R 10,000,000.00	R 10,000,000.00
11	Construction of Bus and Taxi Route in Rustplaas	8	Rustplaas	None		None	R 0.00	R 20,000,000.00	
12	Construction of community halls		New Stand, Masihambisane, Dirkiesdorp, Rustplaas 1, Group 10, Maphepheni,	None	Driefontein New Stand	To be Confirmed	R 0.00	R 12,906,679.63	R 12,906,679.63

PROJECT MANAGEMENT UNIT									
MIG									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
			Sulphursprings, Commondale						
1	Upgrading of Phillip Greyling Substation	7, 11, 12, 13, 14, 16, 17	eMkhondo Town, eThandukukhanya						
2	Electrification of Makhwabane								
3	Electrification of Madola								

7.2. DEPARTMENTAL PROJECTS

DARDLEA

Project	ward	Village/location	Budget
Siyaphambili -Renovation of existing broiler house and completion of 2 x 25000 broiler houses	11	eThandukukhanya	
Fortune 40 Youth Incubator Programme-Rehabilitation of 12 farms for incubation of 24 young farmer cooperatives	Whole Province	Whole Province	R 69 518 Million

ESKOM

Munic Name	Project Name	TOTAL Planned Conn	Project Progress
MP303 Mkhondo	kaDave Iswepe	38	Busy with preliminary designs
MP303 Mkhondo	Rooikop	31	Busy with preliminary designs
MP303 Mkhondo	Jandriff	47	Busy with preliminary designs
MP303 Mkhondo	Bergplaas	20	Busy with preliminary designs
MP303 Mkhondo	Qalakabusha CPA	60	Busy with preliminary designs
MP303 Mkhondo	Salem	27	Busy with preliminary designs
MP303 Mkhondo	Mnaba	24	Busy with preliminary designs
MP303 Mkhondo	Mission	16	Busy with preliminary designs
MP303 Mkhondo	Thandakukhanya	56	Busy with preliminary designs
MP303 Mkhondo	Riverside	35	Busy with preliminary designs
MP303 Mkhondo	Hartebees/Mdukuzane Phase 2	61	Busy with preliminary designs
MP303 Mkhondo	New Plaas	56	Busy with preliminary designs
MP303 Mkhondo	Speenkoppies	53	Busy with preliminary designs
MKHONDO TOTALS		524	

HUMAN SETTLEMENT

PROJECT DESCRIPTION	WARD	VILLAGE/LOCATION	2016/2017 BUDGET
Informal Settlements Upgrading	**14,1,2,18,11,13**	**Mangosuthu/Driefontein/Eziphunzini (71 Unit)**	**7 313**
Rural Housing	**1,2,18**	**Driefontein (100 Unit)**	**10 300**

DEPARTMENT OF HEALTH

PROJECT DESCRIPTION	WARD	VILLAGE/LOCATION	2016/2017 BUDGET
Dirkiesdorp Clinic: Construction of New Clinic and Accommodation Unit	**3**	**DIRKIESDORP**	**R 35 000.000.00 for the whole project 2016/17 R 1 000.000.00**
Thandukukhanya CHC: Construction of New CHC and Accommodation Units	13	EThandukukhanya	**R 79.000.000.00 for the whole project 2016/17 R 3,5 000.000.00**

7.3. UNFUNDED PROJECTS FOR 2016-2017 FINANCIAL YEARS (NO FUNDS TO IMPLEMENT)

DEPARTMENT: TECHNICAL SERVICES PROJECTS 2016/2017

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
KPA 1: BASIC SERVICE DELIVERY									
ELECTRICAL SERVICES DIVISION									
1	Procurement of 4 LDV''s	All	Iswepe,eMkhodo,Driefontein etc	4 LDV''s	None	None	R1,400,000	-	-
2	Crane Truck	All	eMkhondo, Amsterdam,Driefontein, etc.	Crane Truck	None	None	R1,500,000	-	-
3	Cherry Picker (Amsterdam)	5	Amsterdam	Cherry Picker	None	None	R1,000,000	-	-
4	Procurement of 2KM 11kv cable	7	Amsterdam	2KM 11kv cable	None	None	R1,500,00	-	-
5	Improve security and lighting of high mast and bore holes	All	eMkhondo	Install razor wire and upgrade lighting	None	None	R3,000,000	-	-
6	Carry out maintenance of 5 Substations		eMkhondo and Amsterdam	5 Sub-station maintanance	None	None	R2,000,000	R500 000	-
7	Build switching Station at eThanda	7 and 5	13 , 14 and 17	Operating Switching Station	None	None	R2,000,000	-	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
8	Replace 2 KM of bare conductors cable with ABC Cable	7	eMkhondo and Amster-dam	2km ABC cable arial installed	None	None	R1,000,000	-	-
9	Mark or label the high Voltage cable Route	7,10,13 and 14	eMkhondo and Har-mony	11kv Cable route marked	None	None	-	R500 000	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
KPA 1: BASIC SERVICE DELIVERY									
ROADS AND STORMWATER									
1	Procure 4 Tipper Trucks	All	All	December 2016	-	-	R3,143,000	-	-
2	Procure 2 Graders	All	All	December 2016	-	-	R5,000,000	-	-
3	Procure 1 Excavator	All	All	December 2016	-	-	R1,890,000	-	-
4	Procure 2 TLBs	All	All	December 2016	-	-	R1,960,000	-	-
5	Procure 3 LDVs	All	All	December 2016	-	-	R1,200,000	-	-
6	Procure 3 4Ton trucks	All	All	December 2016	-	-	R1,650,000	-	-
7	Procure 10 000Lit Water Tanker	All	All	December 2016	-	-	R1,500,000	-	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
8	Procure 1 truck tractor	All	All	December 2016	-	-	R1,300,00	-	-
9	Procure 1 Lowbed trailer	All	All	December 2016	-	-	R850 000	-	-
10	Procure 2 Pedestrian Rollers	All	All	July 2016	-	-	R340 000	-	-
11	Procure 4 Plate Compactors	All	All	July 2016	-	-	R72 000	-	-
12	Procure crane truck	All	All	July 2016	-		R1,400,000	-	-
13	Reseal tar streets	5,7,10,11,12,13,14,17	Piet Retief, Amsterdam, Kwa Thandeka, eThandukukhanya	June2017	-	-	R13,000,000	-	-
14	Blade gravel roads	All	All	June 2017	-	-	R3,000,000	-	-
15	Pothole repairs	7, 5, 10,11,12,13,14	Piet Retief, Amsterdam, Kwa Thandeka, eThandukukhanya	June2017	-	-	R6,000,000	-	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
KPA 1: BASIC SERVICE DELIVERY									
WATER AND SANITATION									

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
1	Installation of Back-up generators in eM-khondo WTP	1	eM-khondo&Driefontein	Install And commission back up generators	-	-	R1,900,000	-	-
2	Construction of Eziphunzini Sewer reticulation and sewer pump station	16&17	eZiphunzini &Vervedin	Design, construct and commission sewer pump station	-	-	R1,500,000	-	-
3	Construction of Extention 6&8 (Mangosuthu) Sewer Package Plant and sewer network	13	Mangosuthu	Design and civil construction	Mechanical and electrical construction	-	R13,500,000	-	-
4	Construction of sewer Treatment Plant and Sewer network in Driefontein	1	Driefontein	Feasibility Study and designs	Civil construction	Mechenical construction and commissioning	R2,000,000	R45,000,000	R15,000,000
5	Construction of raw water abstraction dam in Piet Retief Water Treatment Plant	7	Piet Retief	Feasibility Study and designs	Civil, Mechanical and electrical constructuion		-	R25,000,000	-
6	Upgrading of drinking storage capacity through construction of 2ML reservoir in Amsterdam water supply scheme	4	Amsterdam	Construction and commissioning			R2,000,000		-
7	Procurement of 2 mini trucks	All	All	2 mini trucks	-	-	R600 000	-	-

TECHNICAL SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
KPA 1: BASIC SERVICE DELIVERY									
Eskom									
1	kaVo Iswepe	4	kaVo Iswepe	45HH	None	None	Funded	None	None
2	kaDave Iswepe	4	kaDave Iswepe	38HH	None	None	Funded	None	None
3	Rooikop	2	Rooikop	26HH	None	None	Funded	None	None
4	Jandriff	2	Jandriff	38HH	None	None	Funded	None	None
5	Bergplaas	9	Bergplaas	20HH	None	None	Funded	None	None
6	Qalakusho CPA	9	Qalakusho CPA	70HH	None	None	Funded	None	None
7	Salem	15	Salem	70HH	None	None	Funded	None	None
8	Mnaba	15	Mnaba	27HH	None	None	Funded	None	None
9	Ekuphileni	15	Ekuphileni	72HH	None	None	Funded	None	None
10	New Home	8	New Home	60HH	None	None	Funded	None	None
11	Mission	8	Mission	25HH	None	None	Funded	None	None
12	Wolvenkop	19	Wolvenkop	20HH	None	None	Funded	None	None
Unfunded									
	Electrification of Villages	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 15, 16,	Attached below	Electrification of Households	Electrification of Households	Electrification of Households	To be confirmed	To be confirmed	To be confirmed

TECHNICAL SERVICES									
Proj No.	Project Descrip-tion	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
		17, 18, 19							

DEPARTMENT OF PLANNING AND ECONOMIC DEVELOPMENT PROJECTS 2016/2017

KPA 3: LOCAL ECONOMIC DEVELOPMENT									
DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT									
	Signage for Tourism information office	7	eMkhondo	6 signage board	None	None	R50 000.00	R'00	R'00
	Hold Heritage month celebration	All	eMkhondo	One event	One event	One event	R60 000.00	R80 000.00	R90 000.00
	Hold a tourism month celebration	All	eMkhondo	One event	One event	One event	R60 000.00	R80 000.00	R90 000.00
	Tourism exhibition	All	eMkhondo	4 exhibition	4 exhibition	4 exhibition	R50 000.00	R60 000.00	R70 000.00
	Coordinate Tourism Forum meetings	All	All	4 Meetings	4 Meetings	4 Meetings	R30 000.00	R30 000.00	R30 000.00
	Attending of Tourism Indaba 2017	All	Durban	One event	One event	One event	R45 000.00	R50 000.00	R55 000.00
	Capacity Building of Cooperatives and SMME's	All	all	5 trainings	4 trainings	4 trainings	R50 000.00	R50 000.00	R50 000.00
	Construction of stalls for crafters and in-formal traders	All	All	15 Stalls	None	None	R500 000.00	R'00	R'00
	Job creation through EPWP(MRTT, CWP and Phezukom-khono)	All	All	CWP = 1500 MRTT = 90 Phezukom-khono = 50	CWP= 1500 MRTT = 50 Phezukomkhono = 50	CWP= 1500 MRTT = 50 Phezukomkhono = 50	CWP = CoGta MRTT	CWP = CoGta MRTT Phezukomkhono = GSDM	CWP = CoGta MRTT Phezukom-khono = GSDM

							Phezukom-khono = GSDM		
	Support of cooperatives and SMME's with machinery and tools	5,3,19, 12,15 &4	KwaThandeka . Mabola, Stafford, Ntombe, Enthandakukhanya, Iswepe	6 cooperatives or SMME's	7 cooperatives or SMME's	8 cooperatives or SMME's	R350 000.00	R400 000.00	R400 000.00
	Coordinate LED Forum meetings	All	All	4 Meetings	4 Meetings	4 Meetings	R30 000.00	R30 000.00	R30 000.00
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT									
DEVELOPMENT PRIORITY 4:FINANCIAL VIABILITY AND MANAGEMENT									
KPA 5: GOOD GOVERNANCE									
DEVELOPMENT PRIORITY 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
	Adopt IDP Process plan 2017/2022	All the wards	All	Adopt IDP plan 2015/2016	Adopt IDP process plan 2016 - 2020	Adopt IDP process pan 2017/2018	R'00	R'00	R'00
	Advertisement draft IDP Process plan 2016-2020 for public comment	All wards	All	Advertisement IDP Process plan 2016/2020	Advertisement IDP Process plan 2016/2020	Advertisement IDP Process plan 2016/2020	R'00	R5000.00	R6000.00
	Adopt IDP 2016/2020- 2020, for public comments	All the wards	All	Adopt IDP 2015/2016	Adopt IDP 2016-2020	Adopt IDP 2017/2018	R'00	R10 000.00	R30 000.00
	Printing of IDP 2017 – 2022	All wards	All	None	Printing 300 IDP 2016 – 2020 copies	Printing of 200 copies IDP 2016 - 2020	R'00	R400 000.00	R200 000.00
DEVELOPMENT PRIORITY 6:SPATIAL RATIONALE									

	Township Establishments	5,7,3,1, 2,18 and 10	Amsterdam, eMkhondo, Dirkiesdorp, Driefontein, eThandakukhanya and Rural Areas	3	1	1	R9m	3m	3m
	Formalize informal Settlements			1	1	1	R3m	R3m	R3m
	Identify land for future development	All	Entire Mkhondo	2	2	2	Nil	Nil	Nil
	Monitor illegal land uses	All	Entire Mkhondo	Wall to wall	Wall to wall	Wall to wall	Nil	Nil	Nil
	Develop Spatial Development Framework	All	Entire Mkhondo	Approved SDF	Reviewed	Reviewed	R400 000	R500 000	R500 000
	Process land Development applications	All	Entire Mkhondo	All applications	All applications	All applications	Nil	Nil	Nil
	Review Town Planning Scheme in line with SPLUMA	All	Wall to wall	Review	Review	Review	R300 000	R300 000	R300 000
	Registration of housing beneficiaries on National Housing Needs Register	All	Entire Mkhondo	300	100	100	Nil	Nil	Nil
	Conduct Housing Consumer Education Worksops	All	Entire Mkhondo	8 workshops	8 workshops	8 workshops	Nil	Nil	Nil
	Participate in all Handover of RDP houses to beneficiaries	All	Entire Mkhondo	All	All	All	Nil	Nil	Nil
	Monitor Human Settlements projects	All	Entire Mkhondo	All	All	All	Nil	Nil	Nil

	Process building plans	All	Entire Mkhondo	All	All	All	Nil	Nil	Nil
	Monitor building activities	All	Entire Mkhondo				Nil	Nil	Nil
	Provide customer care services relating to all the departmental function	All	Entire Mkhondo	All	All	All	Nil	Nil	Nil

FINANCIAL SERVICES PROJECTS 2016/2017

DEPARTMENT									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
KPA 1: BASIC SERVICE DELIVERY									
DEVELOPMENT PRIORITY 1: BASIC SERVICE DELIVERY									
1.	Provide Free Basic Services to communities.	All	n/a	6700 households to benefit from Free Basic water and 1200 households to benefit from Free basic electricity	6850 households to benefit from Free Basic water and 1300 households to benefit from Free basic electricity	7000 households to benefit from Free Basic water and 1400 households to benefit from Free basic electricity	R10 782 365	R11 429 307	R12 115 065
2.	Register Indigent Support.	All	n/a	1200 households to benefit from indigent support	1300 households to benefit from indigent support	1400 households to benefit from indigent support	R1 896 679	R2 010 480	R2 131 109
3.	Provide access to public documents on	All	n/a	Uploading of legislated docu-	Uploading of legislated documents to website (e.g.	Uploading of legislated documents to website (e.g. IDP,	none	none	none

DEPARTMENT									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
	the municipal website.			ments to website (e.g. IDP, Budgets) within five(5) days after approval by Council	IDP, Budgets) within five(5) days after approval by Council	Budgets) within five(5) days after approval by Council			
4.	Support internal Departments with their procurement of goods and service.	n/a	n/a	As per procurement plans for goods & services of various departments	As per procurement plans for goods & services of various departments	As per procurement plans for goods & services of various departments	As per procurement plans for goods & services of various departments	As per procurement plans for goods & services of various departments	As per procurement plans for goods & services of various departments
5.	Support Internal Departments with processing their monthly payroll.	n/a	n/a	Pay monthly salaries of internal departments on or before the 25th of each month	Pay monthly salaries of internal departments on or before the 25th of each month	Pay monthly salaries of internal departments on or before the 25th of each month	R124 566 960	R132 040 978	R139 963 436
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANS FORMATION									
DEVELOPMENT PRIORITY 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANS FORMATION									
UNIT									
6.	Provide financial information for political oversight.	n/a	n/a	As per the 2016/17 approved schedule of dates for Council and Mayoral meetings	As per the 2017/18 approved schedule of dates for Council and Mayoral meetings	As per the 2018/19 approved schedule of dates for Council and Mayoral meetings	none	none	none

DEPARTMENT									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
7.	Provide budget support to administration and political office in terms of their functions.	n/a	n/a	As and when required by various departments in 2016/17 financial year	As and when required by various departments in 2017/18 financial year	As and when required by various departments in 2018/19 financial year	As per the approved 2016/17 budget allocations for various departments	As per the approved 2017/18 budget allocations for various departments	As per the approved 2018/19 budget allocations for various departments
KPA 3: LOCAL ECONOMIC DEVELOPMENT									
DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT									
8.	Publicize suppliers' database forms on municipal website and invite suppliers to register on municipal database.	All	All	Uploading of suppliers' database form to website and invite suppliers to register on the municipal database for the 2016/17 financial year	Uploading of suppliers' database form to website and invite suppliers to register on the municipal database for the 2017/18 financial year	Uploading of suppliers' database form to website and invite suppliers to register on the municipal database for the 2018/19 financial year	none	none	none
9.	Advertising of tenders on municipal website	n/a	n/a	Uploading of tenders adverts for the 2016/17 financial year to the municipal website	Uploading of tenders adverts for the 2017/18 financial year to the municipal website	Uploading of tenders adverts for the 2018/19 financial year to the municipal website	none	none	none
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT									
DEVELOPMENT PRIORITY 4:FINANCIAL VIABILITY AND MANAGEMENT									
10.	Implementation of Standard Chart of Accounts(SCOA)	n/a	n/a	Early mSCOA implementation & mapping	mSCOA implementation & mapping	mSCOA after implementation support	R870 000	R921 000	R500 000

DEPARTMENT									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
11.	Procurement of handheld meter reading devices for meter readers.	n/a	n/a	25 handheld meter reading devices to be bought in the 2016/17 financial year	Maintenance of 25 handheld meter reading devices bought in 2016/17	Maintenance of 25 handheld meter reading devices bought in 2016/17	R300 000	R50 000	R53 000
12.	Appointment of Financial Management and ICT interns	n/a	n/a	Appoint 10 financial management and ICT interns for the 2016/17 financial year	Appoint 10 financial management and ICT interns for the 2016/17 financial year	Appoint 10 financial management and ICT interns for the 2016/17 financial year	R1 810 000	R2 145 000	R2 273 700
13.	Compile credible Annual Financial Statements - Consultants	n/a	n/a	Compile credible Annual Financial Statements for the 2016/17 financial year	Compile credible Annual Financial Statements for the 2016/17 financial year	Compile credible Annual Financial Statements for the 2016/17 financial year	R5 000 000	R5 500 000	R6 000 000
14.	Conduct assets verification, unbundling and installation of GPS co - ordinates	n/a	n/a	Conduct quarterly asset verification, unbundling and installation of GPS co – ordinates for assets bought in 2016/17	Conduct quarterly asset verification, unbundling and installation of GPS co – ordinates for assets bought in 2017/18	Conduct quarterly asset verification, unbundling and installation of GPS co – ordinates for assets bought in 2018/19	R900 000	R200 000	R250 000
15.	Procurement of ICT servers, Fire extinguishers and fibre optic lines			Procure ICT servers, Fire extinguishers and fire optic lines	Maintenance of ICT servers, Fire extinguishers and fire optic lines bought in the	Maintenance of ICT servers, Fire extinguishers and fire optic lines bought in the 2016/17 financial year	R2 000 000	R100 000	R120 000

DEPARTMENT									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
					2016/17 financial year				
KPA 5: GOOD GOVERNANCE									
DEVELOPMENT PRIORITY 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
30.	Consult the community on the draft budget and tariffs.	n/a	n/a	Consult the community on the draft budget and tariffs for the 2016/17 financial year	Consult the community on the draft budget and tariffs for the 2017/18 financial year	Consult the community on the draft budget and tariffs for the 2018/19 financial year	none	none	none

LEGAL SERVICES PROJECTS 2016/2017

DEPARTMENT									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANS FORMATION									
DEVELOPMENT PRIORITY 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANS FORMATION									
UNIT									
	gazetting updated by laws	All	All	All updated by laws	All updated by laws	All updated by laws	R200 000.00	R250 000.00	R300 000.00
	Updating all expiring SLA and other contracts	all	all	All lapsing contract	All lapsing contract	All lapsing contract	R'00	R'00	R'00
	Panel attorneys	all	all	To assist us with litigation,labour issues	To assist us with ligation,labour issues	To assist with liigation,labour issues	R1000000	1000000	R100000
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT									
DEVELOPMENT PRIORITY 4:FINANCIAL VIABILITY AND MANAGEMENT									
	Establishment of Municipal Court	all	All	Research on establishment of Municipal Court	Start to establish the court	Operational court	R'00		
KPA 5: GOOD GOVERNANCE									
DEVELOPMENT PRIORITY 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
	Establishment of law library			Research on establishment of law library	Start to establish library	Operational library	R00		

Community Services

COMMUNITY SERVICES									
Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
BASIC SERVICE DELIVERY:PRIORITY 1									
01	Conduct Road Safety Cam-paigns	All	All	Conduct 30 road safety cam-paigns	Conduct 30 road safety campaigns	Conduct 30 road safety campaigns	R 30 000.00	R 50 000.00	R 70 000.00
	Conduct Learner Class	All	All	Conduct 350 Learner Class	Conduct 350 Learner Class	Conduct 350 Learner Class	-	-	-
	Conduct Driver License Test	All	All	Conduct 1650 Driver License Test	Conduct 1800 Driver License Test	Conduct 1950 Driver License Test			
	Conduct Fire awareness cam-paigns	All	All	Conduct 15 fire awareness cam-paigns	Conduct 15 fire awareness campaigns	Conduct 15 fire awareness cam-paigns	-	-	-
	Conduct road Blocks	All	All	Conduct 20 road Blocks	Conduct 25 road Blocks	Conduct 30 road Blocks	-	-	-
	Conduct scholar Patrols	All	All	Conduct 150 scholar Patrols	Conduct 150 scholar Patrols	Conduct 160 scholar Patrols	-	-	-
	Conduct vehicle test	All	All	Conduct 150 ve-hicle test	Conduct 150 vehicle test	Conduct 160 ve-hicle test	R 150 000	R 160 000	R 180 000
	Conduct Road marking	All	All	Conduct Road marking 100 km[painting and parking]	Conduct Road marking 100km[paint-ing and park-ing]	-	-	-	-

Municipal Institutional Development and Transformation: PRIORITY 2									
	Training of examiners	N/A	N/A	Conduct 01 refresher course for all the examiners	Conduct 01 refresher course for all the examiners	Conduct 01 refresher course for all the examiners	R 150 000	R 200 000	R 250 00
	Training of Officials and councilors on basic Fire fighting	N/A	N/A	Conduct 02 fire compact training to all officials and councilors	Conduct 02 fire compact training to all officials and councilors	Conduct 04 fire compact training to all officials and councilors	R 50 000	R 100 00	
Financial Viability and Management: PRIORITY 4									
	Issuing of Traffic Fines	All	All	Issuing of 8800 traffic fines	Issuing of 9000 traffic fines	Issuing of 9000 traffic fines	R 1 000 000	R 1.1 000 000	R 1.2 000 000
	Revenue Generating with Licensing and registration of vehicles	N/A	N/A	Revenue Generating with Licensing and registration of vehicles	Revenue Generating with Licensing and registration of vehicles	Revenue Generating with Licensing and registration of vehicles	R 6.2 000 000	R 6.8 000 000	R 7 000 000
	Revenue Generating through escorting of abnormal vehicles	N/A	N/A	Revenue Generating through escorting of abnormal vehicles	Revenue Generating through escorting of abnormal vehicles	Revenue Generating through escorting of abnormal vehicles	R 1.6 000 000	R 1.8 000 000	R 2 000 000
	Revenue Generating through weigh bridge .	N/A	N/A	Revenue Generating through weighbridge	Revenue Generating through weigh bridge.	Revenue Generating through weigh bridge	R 250 000	R 280 000	R 300 000
Good Governance: PRIORITY 5									
	Installation of Computerized learner class and driving test	All	All	1st Phase Implementation	2nd Phase	3th Phase Completion	-	R 2 000 000	R 3.5 000 000

	Procurement of Speed Camera Machine	All	All	Procurement of 02 Speed Camera Machine	Procurement of 02 Speed Camera Machine	Procurement 03 of Speed Camera Machine	-	R 400 000	R 400 000
	Procurement of Hazmat Vehicle	All	All	Procurement of 01 Hazmat Vehicle	Procurement of 01 Hazmat Vehicle	Procurement of 01 Hazmat Vehicle	-	R 4 000 000	
	Procurement of 1 sedan and 1 double cab bakkie	All	All	Procurement of 1 sedan and 1 double cab bakkie	Procurement of 1 sedan and 1 double cab bakkie	Procurement of 1 sedan and 1 double cab bakkie		R 700 000	

CORPORATE SERVICES									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
Secretariat, Auxiliary Services and Records									
KPA 2 : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
Development Objective 2A **To provide support to both the administrative and political offices of the municipality in order to enable their maximum performance**									
1	Provide Cleaning Services to municipal offices, public amenities and halls	All	All	Routine cleaning	Routine cleaning	Routine cleaning	R0.00	R0.00	R0.00
2	Installation of Microphones at Council Chambers	All	All	50 Microphones	30 Microphones	Maintain	R 450, 000	R 250, 000	R0.00
3	Procure municipal halls furniture	1, 2, 4, 7, 10, 11, 12, 15, 16 & 18		(800) Chairs (500) Tables	(700) Chairs (400) Tables	(600) Chairs (300) Tables	R 500 000	R 500 000	R 500 000

4	Procurement of municipal halls cleaning material	1, 2, 4, 7, 10, 11, 12, 15, 16 & 18		Ensure procurement of relevant cleaning material at all times	Ensure procurement of relevant cleaning material at all times	Ensure procurement of relevant cleaning material at all times	R 389 664	R 400 000	R450.000
5	Provision of secretariat Services to Council and its Committees	All	All	(11) Section 80 Committees (11) Mayoral Committee (7) Ordinary Council (4) MPAC (4) Audit Committee (4) Section 79 Committees	(11) Section 80 Committees (11) Mayoral Committee (7) Ordinary Council (4) MPAC (4) Audit Committee (4) Section 79 Committees	(11) Section 80 Committees (11) Mayoral Committee (7) Ordinary Council (4) MPAC (4) Audit Committee (4) Section 79 Committees	R 50,000	R 65,000	R0.00
6	Bind Council Document for all meetings	All	All	Craft/type minutes for all meetings of council and all its committees	Craft/type minutes for all meetings of council and all its committees	Craft/type minutes for all meetings of council and all its committees	R 0.00	R 0.00	R 0.00
7	Advocate for employment of locals in at least 50% of the position filled for the Auxiliary Services	All	All	Solicit Management and Mayoral Committee approval for the appointment of locals to fill local positions	Monitor the implementation of resolution during appointment processes	Monitor the implementation of resolution during appointment processes	R 0.00	R 0.00	R 0.00
8	Manage records system	All	All	Fix the orbit and ensure it is working effectively	Routine Maintenance	Routine Maintenance	R150,000	R 50 000	R 50 000
9	Procure portable recording machines for committees	All	All	Procure through Supply Chain	Use and maintain machine	Use and maintain machine	R 50, 000	R0.00	R0.00
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Development Objective 5C									

To improve internal systems and controls, and increase the overall operational efficiency of the municipality to fulfil its responsibilities									
10	Improve halls letting system	All	All	Ensure utilization of checklist all the time in the hiring of municipal hall	Ensure utilization of checklist all the time in the hiring of municipal hall	Ensure utilization of checklist all the time in the hiring of municipal hall	R0.00	R0.00	R0.00
11	Processing of incoming post	All	All	Distribute all received correspondence to correct recipients	Distribute all received correspondence to correct recipients	Distribute all received correspondence to correct recipients	R0.00	R0.00	R0.00
12	Processing of outgoing post	All	All	Mail all documents as per departmental requests	Mail all documents as per departmental requests	Mail all documents as per departmental requests	R31655	R35000	R40000

FORESTRY DIVISION

Proj No.	Project Description	Ward	Village	Target			Budget		
				2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
KPA 1: BASIC SERVICE DELIVERY									
DEVELOPMENT PRIORITY 1: BASIC SERVICE DELIVERY									
1	Forest Protection Member of Mkhondo Fire Protection Association	4, 5, 8, 9, 15	eMkhondo, Ruusplaas, Iswepe, Amsterdam	Update and implement Fire management plan	Update and implement Fire management plan	Update and implement Fire management plan	R841 877.20	R950 000.00	R1 016 500
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANS FORMATION									
DEVELOPMENT PRIORITY 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANS FORMATION									
KPA 3: LOCAL ECONOMIC DEVELOPMENT									
DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT									
7	Maintain Conservation areas	8, 9, 15	eMkhondo, Ruusplaas	800 ha	800 ha	800 ha	R374 064.00	R400 248.48	R428 266.07

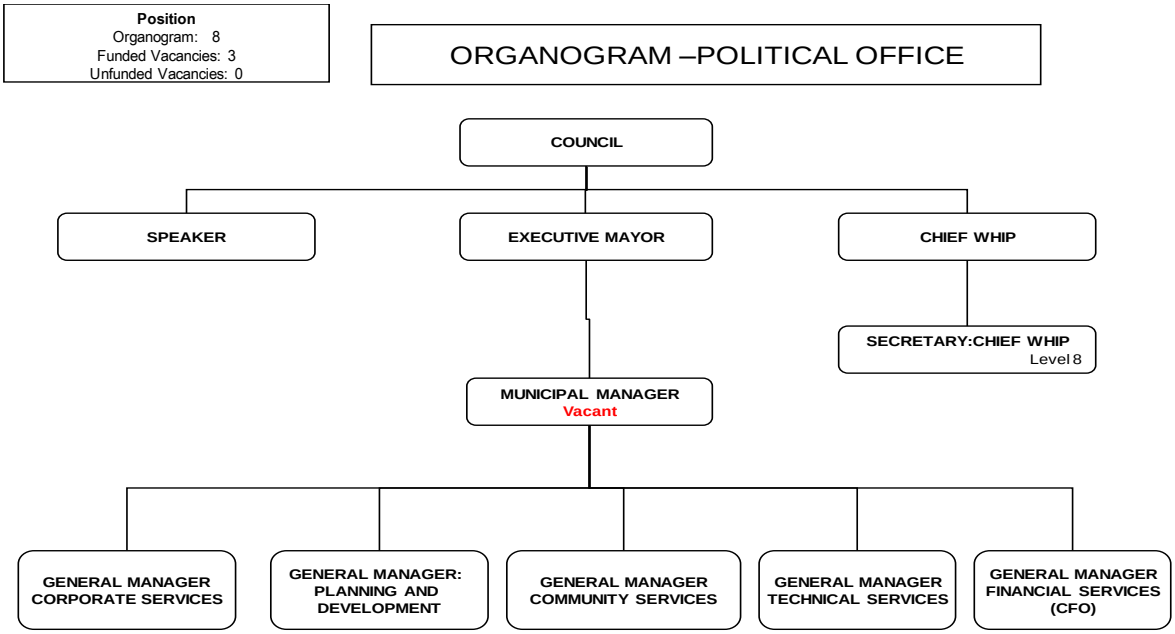
FORESTRY DIVISION									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
			Iswepe, Amsterdam						
8	Tending Pine	8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	2157.4 ha	2858.84 ha	2892 ha	R1583 545.12	R2 098 406.48	R2 080 888.63
9	Tending Wattle	8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	767.39 ha	913.38 ha	1175 ha	R782 796.05	R931 716.93	R844875.85
10	Tending Gum	8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	2107.55 ha	1311.7 ha	3535 ha	R1 934 724.84	R1 204 136.83	R2379 982.60
11	Establishment of Pine	8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	624.18 ha	2541.04 ha	195.3 ha	R1 011 718.19	R9 630 048.82	R162 034.97
11	Establishment of Pine	8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	624.18 ha	2541.04 ha	195.3 ha	R1 011 718.19	R9 630 048.82	R162 034.97
12	Establishment of Wattle	6, 8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	866.49 ha	1939.7 ha	278.6 ha	R1 480 718.19	R2 072 833.23	R375 914.63

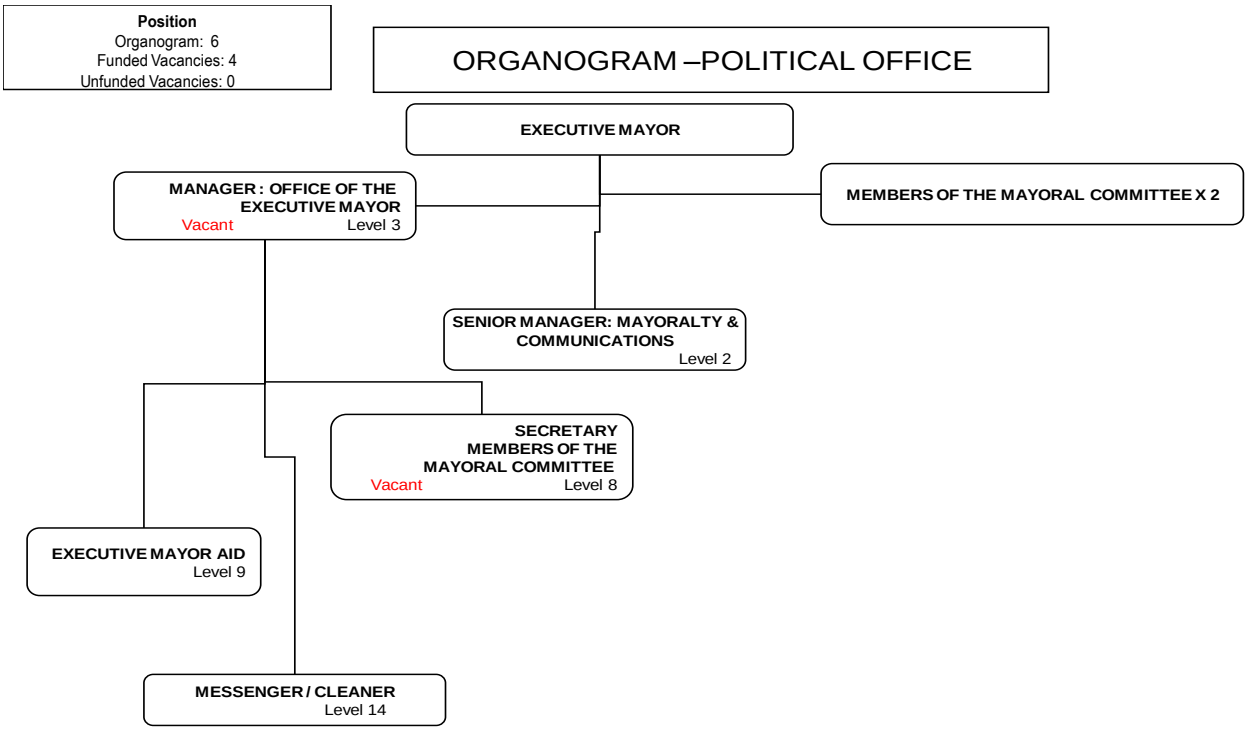
FORESTRY DIVISION									
Proj No.	**Project Description**	**Ward**	**Village**	**Target**			**Budget**		
				2016/17	**2017/18**	**2018/19**	**2016/17**	**2017/18**	**2018/19**
13	Establishment of Gum	8, 9, 15	eMkhondo, Ruusplaas Iswepe, Amsterdam	1198.2 ha	987 ha	539.7 ha	R1 233 834.08	R1 016 352.99	R565 512.48
14	Pruning pine	8, 9, 15	eMkhondo	355 ha	475.3 ha	481.3 ha	R208 542.45	R605 710.00	R753970.89
15	Enumeration	8, 9, 15	eMkhondo	0	234.27 ha	150 ha	0	R35 000	R18 000
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT									
DEVELOPMENT PRIORITY 4:FINANCIAL VIABILITY AND MANAGEMENT									
4	Generate Income through Wattle sales	6, 8, 9, 15	eMkhondo, Ruusplaas Iswepe	10800 tons	10915 tons	8622 tons	R5 257 890.00	R 5313876.79	R4 197 548
5	Generate Income through Eucalyptus sales	8, 9, 15	eMkhondo, Ruusplaas Iswepe	13245.52 tons	11586 tons	9290 tons	R1 770 242.93	R2 073 002.00	R1241593.90
6	Generate income through Pine sales	8, 9, 15	eMkhondo, Ruusplaas, Iswepe	18 000 tons	13679 tons	11846 tons	R4 501 463.33	R3 420 861.80	R2962463.03
KPA 5: GOOD GOVERNANCE									
DEVELOPMENT PRIORITY 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
17	Purchase Equipment	4, 5, 8, 9, 15	eMkhondo, Ruusplaas, Iswepe, Amsterdam	0	X1 4x4 bakkie X1 Labour carrier		0		R350 000 R900 000

PROJECT	BUDGET
Purchase Equipment: X1 4x4 bakkie X1 Labour carrier X1 3 Wheel Bell Loader	R350 000 R500 000 R698 000
Installation of back-up generators in Mkhondo WTP and Driefontein WTP	R 1,900,000
Construction of Extension 6&8 (Mangosuthu) Sewer Package Plant and Sewer network	R 14,000,000
Construction of Sewer Treatment Plant and Sewer network in Driefontein	R 45, 000,000
Construction of raw water abstraction dam in Piet Retief water treatment plan	R 0. 00
Construction of 2ML Reservoir in Dirkiesdorp	R 0. 00
Upgrading of drinking storage capacity through construction of 2ML Reservoir in Amsterdam water supply scheme	R 9,000,000
Drilling and equipping of 20 boreholes in all rural wards of Mkhondo Local Municipality	R 1,500,000
Procurement of two mini trucks	R 600,000
Installation of street lights in EThandukukhanya	R 80,000
Procurement of five (3) LDV's	R 1,050,000
Procurement of crane truck	R 1,650,000
8. Solar system	00
Hydro Sub Station	R8,000,000
SMART Metering	00
Procurement of five (3) LDV's	00
Extension of Piet Retief WWTW	R 27,669,693.24
Upgrading of Water Bulk line to Group 10	R 7,929,521.85
Rehabilitation of Gerald Bermer Road (eThandukukhanya Main Access Road)	R 724,888.86
Sewer Package Plant in Haartebeesfontein	R 0. 00
Disposal of the Municipal properties	R0.00

Development of New office space	R0.00
Sewer Package Plant in eZiphunzini	R 0. 00
Construction of Bus and Taxi Route in Driefontein	R 0. 00
Construction of Bus and Taxi Route in Rustplaas, Malayinini and Maphepheni	R 0. 00
Construction of community halls	R 0. 00
Gabions	R 2,000,000
Procurement of 4 Tipper Trucks	R 2,500,000
Procurement of Front End Loader	R 2,800,000
Rehabilitation of Du Toit, Brand and West End Street	R 8,000,000
Procurement of 6LDVS	R 1,200,000
3 ton trucks	R 3, 600000
Crane Truck	R 3,000,000
Installation of Smart meters	R 0. 00
Identification of suitable land for future development	R'00
Identification and registering of beneficiaries	R0.00
Allocation and handing over of houses to the correct beneficiaries	R0.00
Attending of site meetings where development is happening	R0.00
Conducting consumer education	R0.00
Site visit	R0.00
Verification and capturing of data and create Housing needs	R0.00
Informal settlement upgrading and eradication of mud houses	R0.00
Job creation	R0.00
Processing of incoming post	R0.00

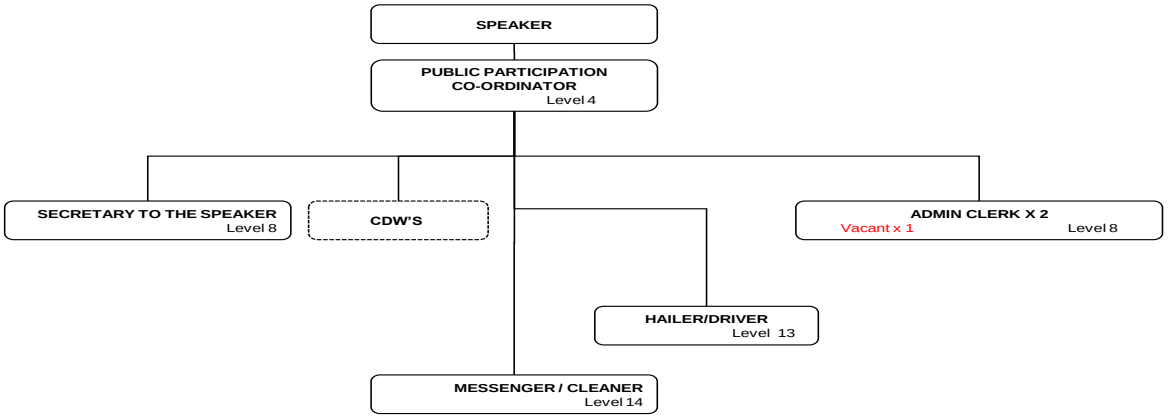
ORGANIZATIONAL STRUCTURE OF MKHONDO LOCAL MUNICIPALITY




Position
Organogram: 6
Funded Vacancies: 4
Unfunded Vacancies: 0
ORGANOGRAM –POLITICAL OFFICE
EXECUTIVE MAYOR
MANAGER : OFFICE OF THE EXECUTIVE MAYOR
Vacant
Level 3
MEMBERS OF THE MAYORAL COMMITTEE X 2
SENIOR MANAGER: MAYORALTY & COMMUNICATIONS
Level 2
SECRETARY MEMBERS OF THE MAYORAL COMMITTEE
Vacant
Level 8
EXECUTIVE MAYOR AID
Level 9
MESSENGER / CLEANER
Level 14

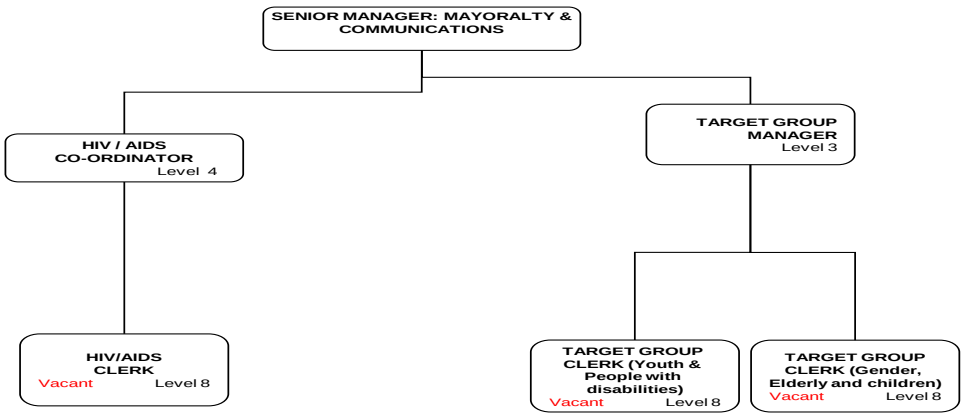
Position
Organogram: 6
Funded vacancy: 1
Unfunded vacancy: 0

ORGANOGRAM –POLITICAL OFFICE CONTINUE



Position
Organogram: 5
Funded vacancy 3
Unfunded vacancy0:

ORGANOGRAM –POLITICAL OFFICE



Position
Organogram: 5
Funded vacancy 3
Unfunded vacancy0:

ORGANOGRAM –POLITICAL OFFICE CONTINUE

SENIOR MANAGER: MAYORALTY & COMMUNICATIONS

COMMUNICATION OFFICER
Vacant Level 5

WEBMASTER & GRAPHIC DESIGN
Vacant Level 6

COMMUNICATION CLERK (Public & Media Liaison)
Level 8

Position
Organogram: 2
Funded vacancy 0
Unfunded vacancy0:

MKHONDO MUNICIPALITY OFFICE OF THE MUNICIPAL MANAGER ORGANOGRAM

MUNICIPAL MANAGER
Vacant

MANAGER: OFFICE OF THE MUNICIPAL MANAGER
Level 3

GENERAL MANAGER CORPORATE SERVICES

GENERAL MANAGER COMMUNITY SERVICES

GENERAL MANAGER TECHNICAL SERVICES

GENERAL MANAGER FINANCIAL SERVICES

GENERAL MANAGER PLANNING AND DEVELOPMENT

SENIOR MANAGER FORESTRY
Negotiable

Position
Organogram: 1
Funded vacancy 0
Unfunded vacancy0:

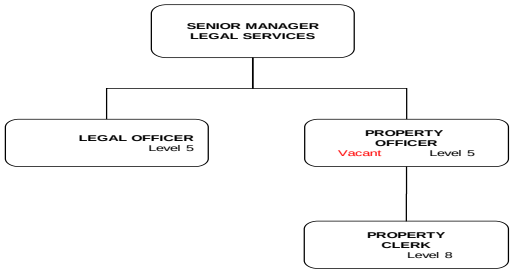
MKHONDO MUNICIPALITY OFFICE OF THE MUNICIPAL MANAGER ORGANOGRAM - CONTINUE

MANAGER: OFFICE OF THE MUNICIPAL MANAGER
Level 3

ADMIN CLERICAL ASSISTANT
Vacant Level 10

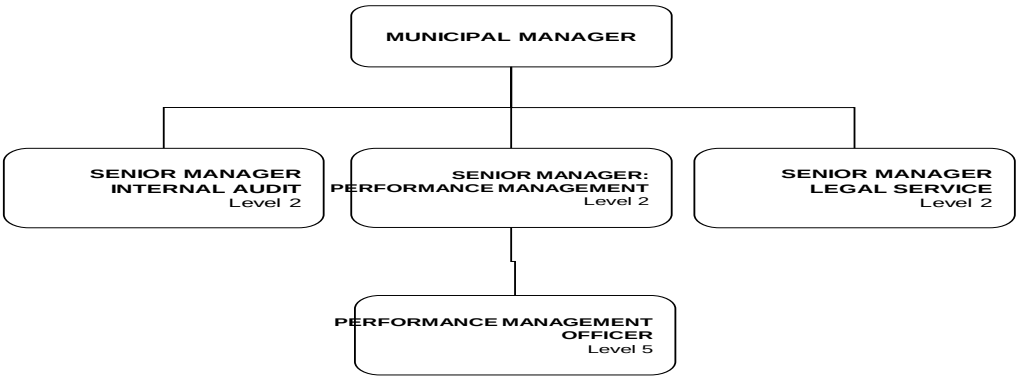
Position
Organogram: 1
Funded vacancy 1
Unfunded vacancy0:

MKHONDO MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE



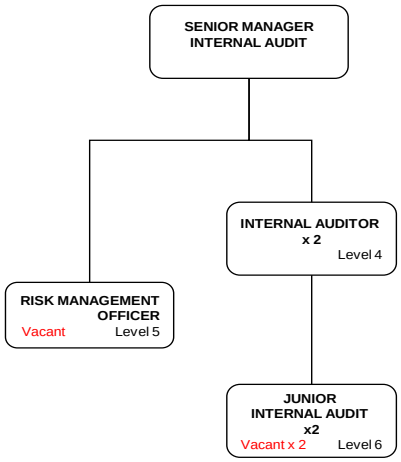
Position
Organogram: 4
Funded vacancy 1
Unfunded vacancy0:

MKHONDO MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE



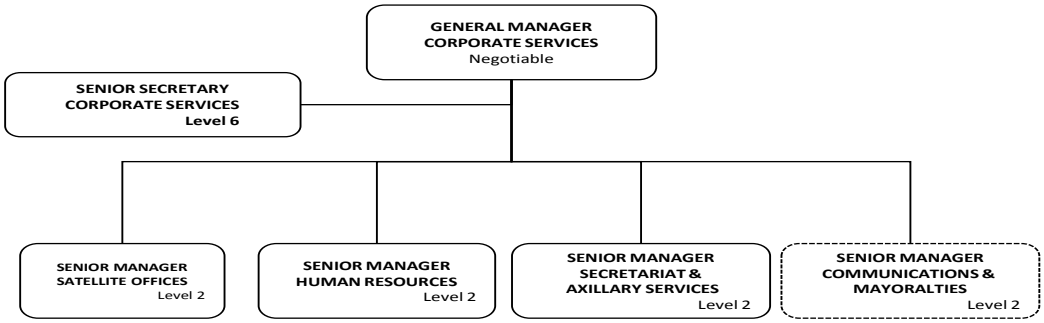
Position
Organogram: 5
Funded vacancy 3
Unfunded vacancy0:

MKHONDO MUNICIPALITY
OFFICE OF THE MUNICIPAL MANAGER
ORGANOGRAM - CONTINUE



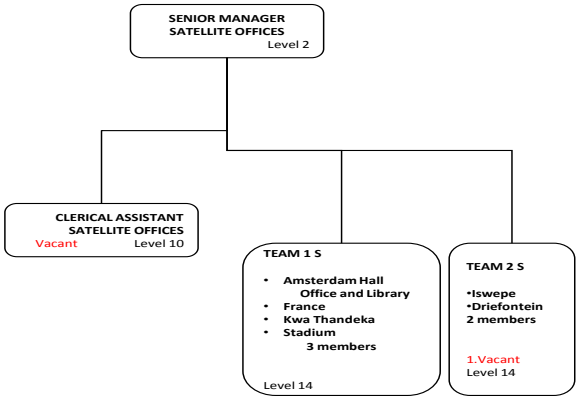
Position
Organogram: 4
Funded vacancy 0
Unfunded vacancy: 0

MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM



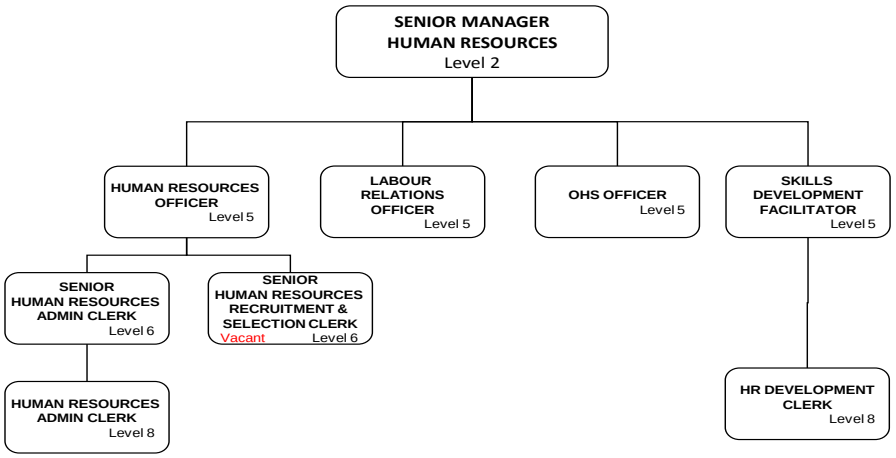
Position
Organogram: 7
Funded vacancy 3
Unfunded vacancy: 0

MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM



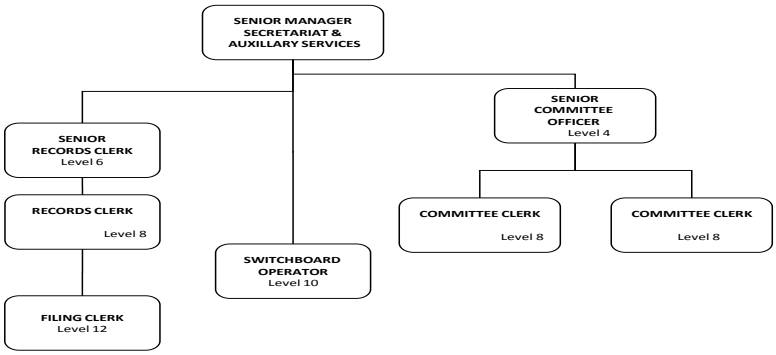
Position
Organogram: 7
Funded vacancy 1
Unfunded vacancy: 0

MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM - CONTINUE



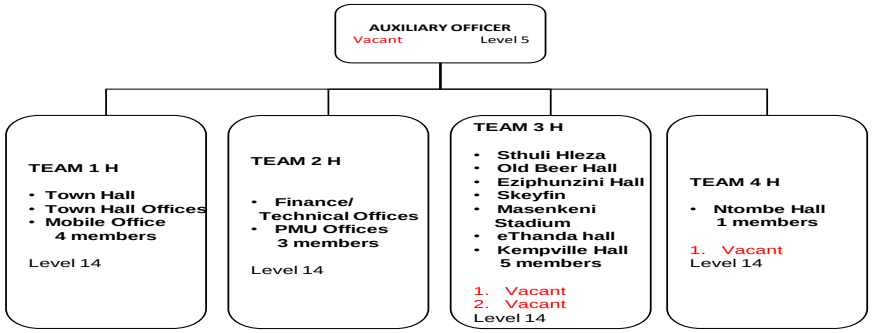
Position
Organogram: 7
Funded vacancy 0
Unfunded vacancy: 0

MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM- CONTINUE



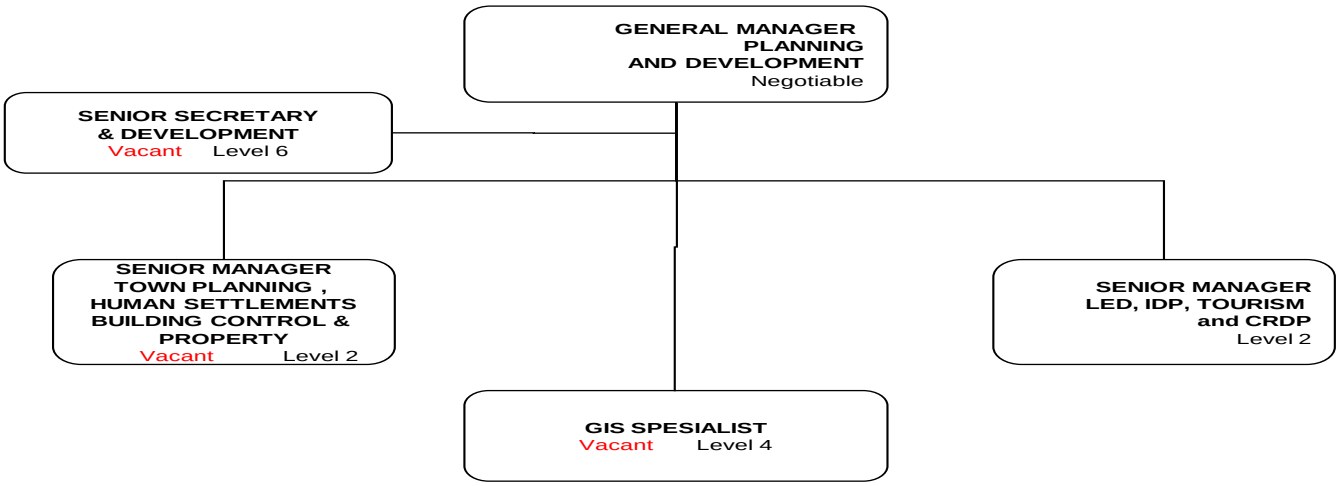
Position
Organogram: 14
Funded vacancy 4
Unfunded vacancy: 0

MKHONDO MUNICIPALITY
DEPARTMENT CORPORATE SERVICES
ORGANOGRAM - CONTINUE



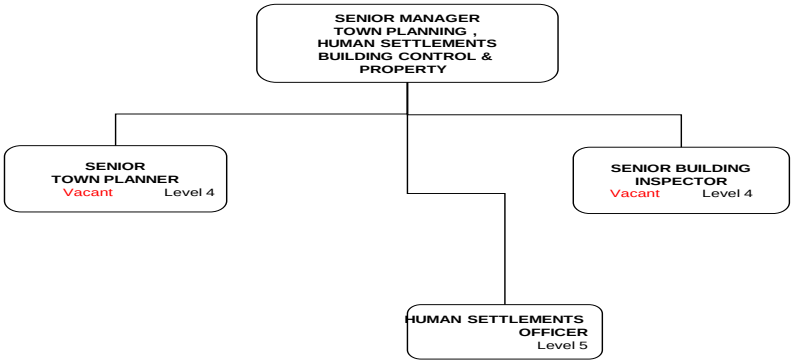
Position
Organogram: 4
Funded vacancy 3
Unfunded vacancy: 0

MKHONDO MUNICIPALITY
DEPARTMENT PLANNING & DEVELOPMENT
ORGANOGRAM



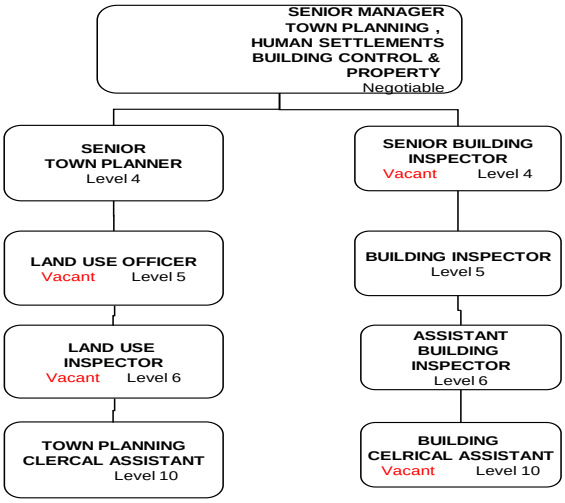
Position
Organogram: 4
Funded vacancy 2
Unfunded vacancy0:

MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE



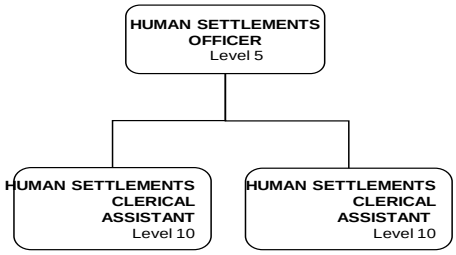
Position
Organogram: 8
Funded vacancy 4
Unfunded vacancy0:

MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE



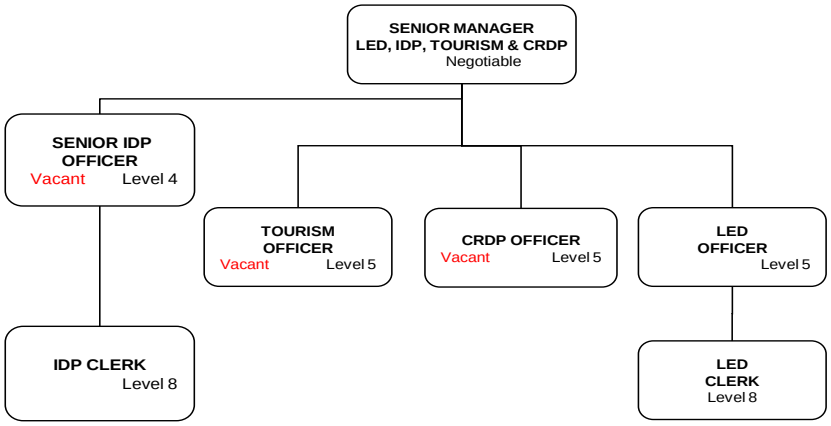
Position
Organogram: 3
Funded vacancy 1
Unfunded vacancy0:

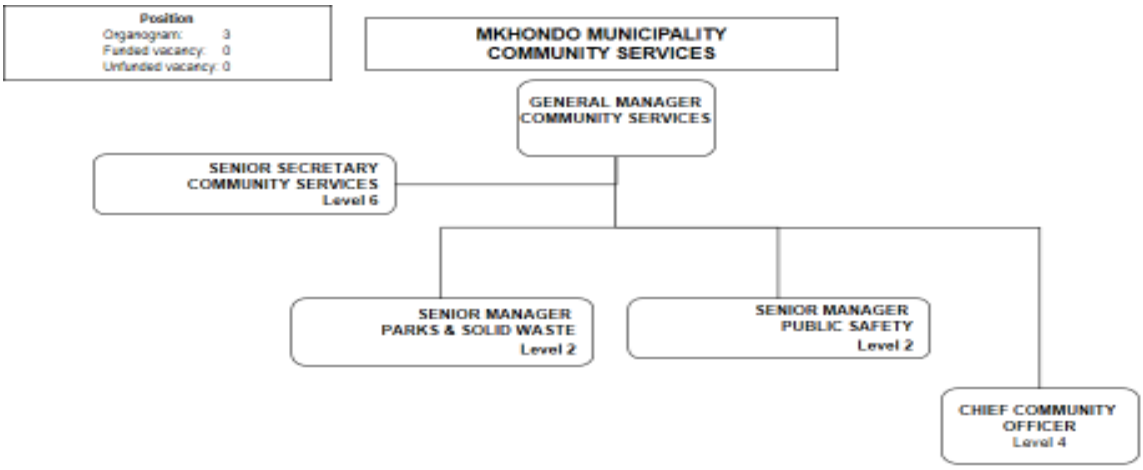
MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE

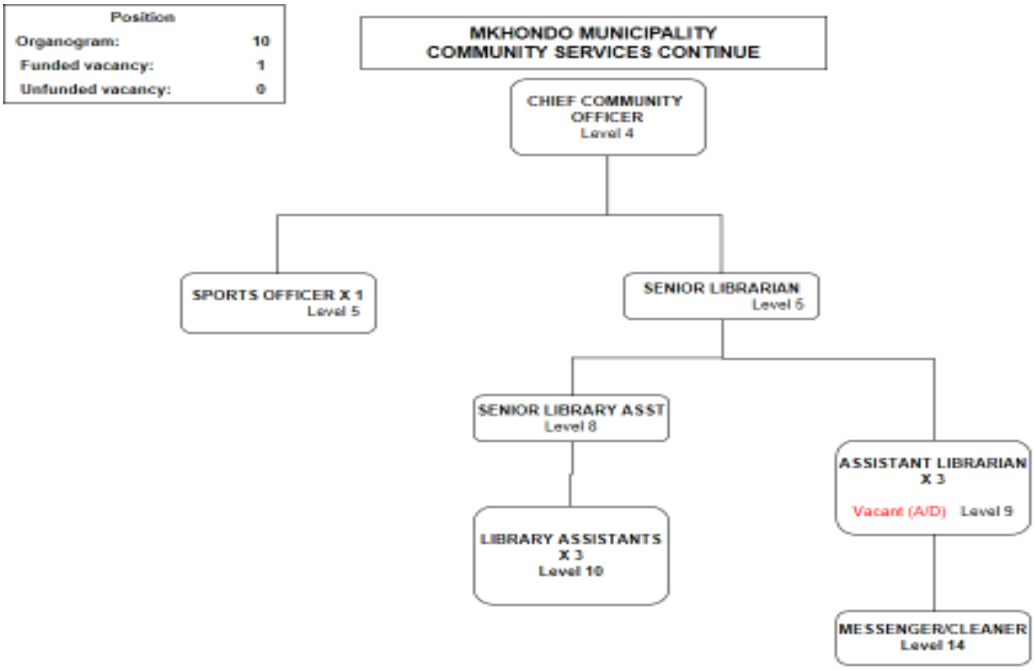


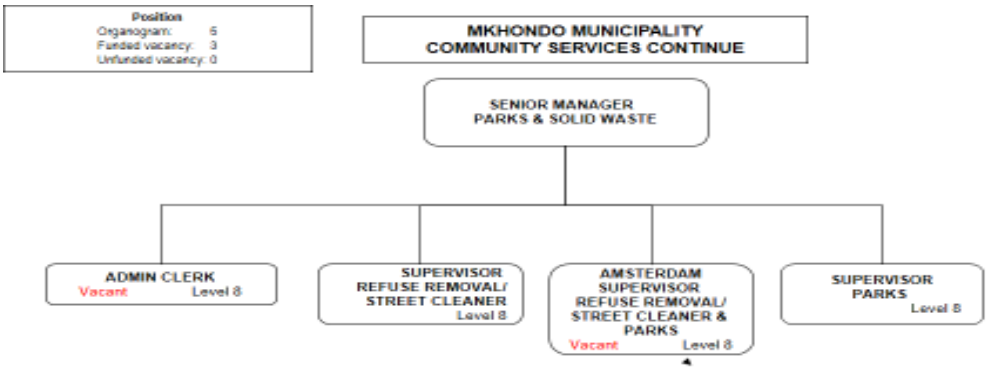
Position
Organogram: 6
Funded vacancy 2
Unfunded vacancy0:

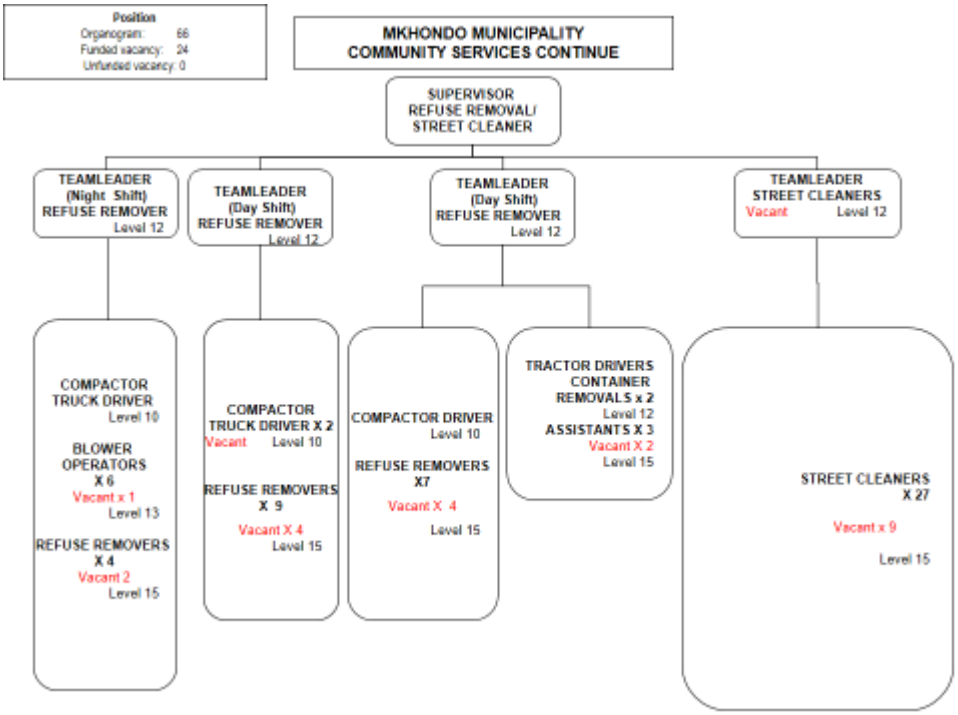
MKHONDO MUNICIPALITY
DEPARTMENT PLANNING AND DEVELOPMENT
ORGANOGRAM- CONTINUE

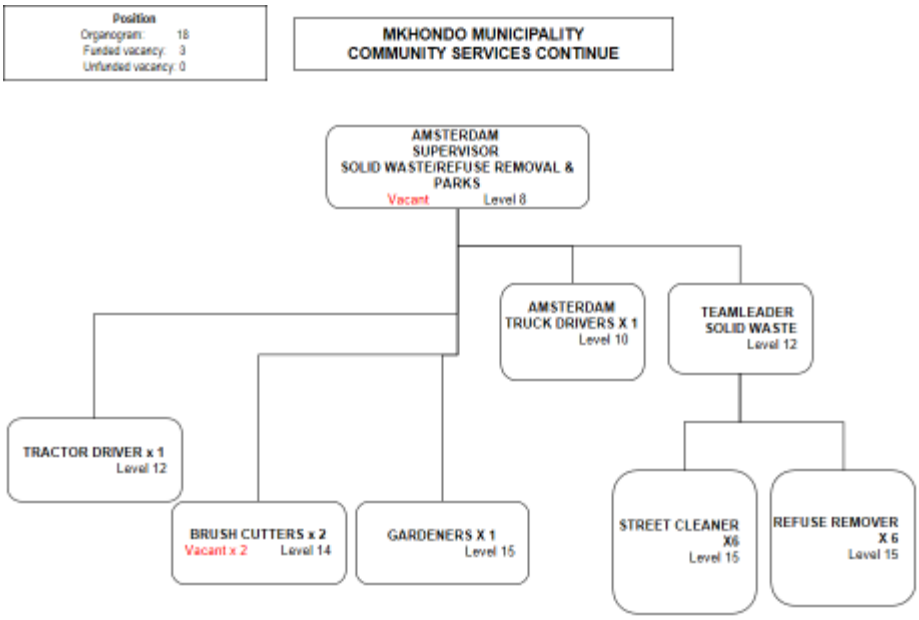


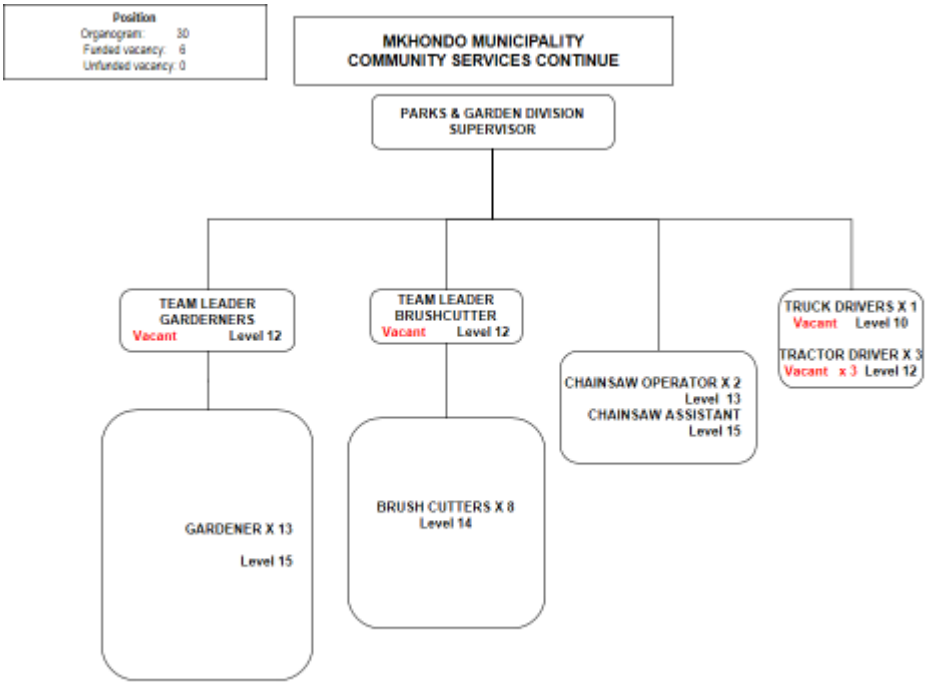

Position
Organogram: 3
Funded vacancy: 0
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES
GENERAL MANAGER
COMMUNITY SERVICES
SENIOR SECRETARY
COMMUNITY SERVICES
Level 6
SENIOR MANAGER
PARKS & SOLID WASTE
Level 2
SENIOR MANAGER
PUBLIC SAFETY
Level 2
CHIEF COMMUNITY
OFFICER
Level 4

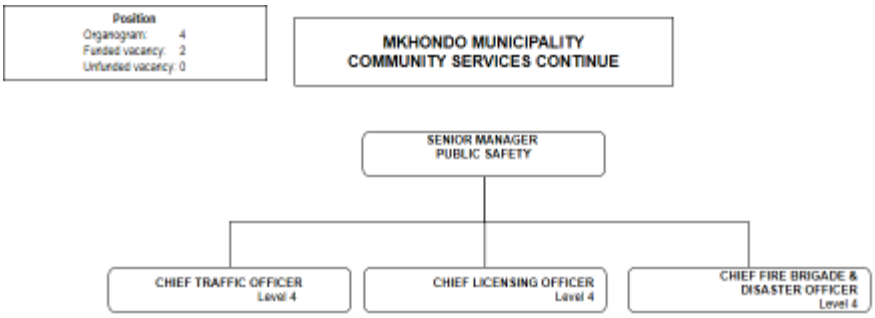

Position
Organogram: 10
Funded vacancy: 1
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
CHIEF COMMUNITY
OFFICER
Level 4
SPORTS OFFICER X 1
Level 5
SENIOR LIBRARIAN
Level 6
SENIOR LIBRARY ASST
Level 8
LIBRARY ASSISTANTS
X 3
Level 10
ASSISTANT LIBRARIAN
X 3
Vacant (A/D) Level 9
MESSENGER/CLEANER
Level 14

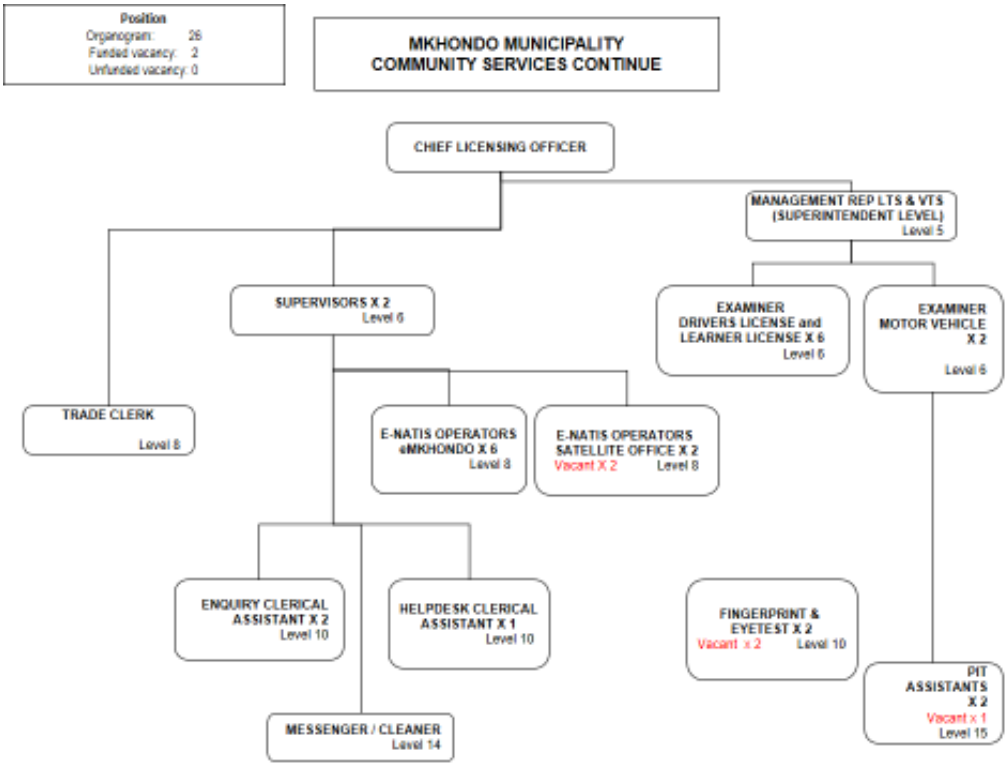

Position
Organogram: 5
Funded vacancy: 3
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
SENIOR MANAGER
PARKS & SOLID WASTE
ADMIN CLERK
Vacant Level 8
SUPERVISOR
REFUSE REMOVAL/
STREET CLEANER
Level 8
AMSTERDAM
SUPERVISOR
REFUSE REMOVAL/
STREET CLEANER &
PARKS
Vacant Level 8
SUPERVISOR
PARKS
Level 8

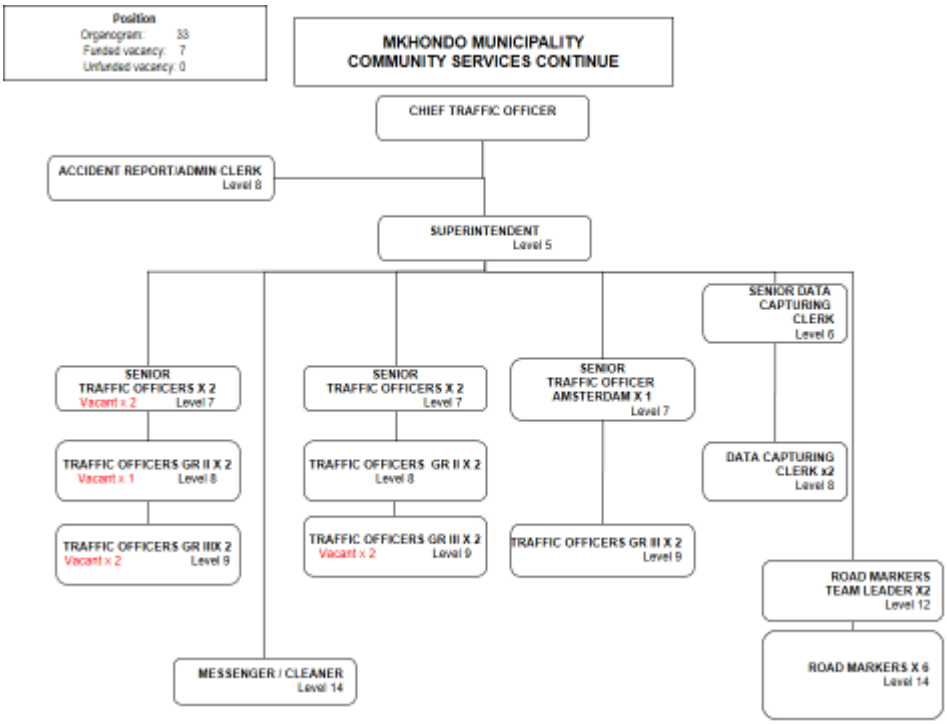

Position
Organogram: 66
Funded vacancy: 24
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
SUPERVISOR
REFUSE REMOVAL/
STREET CLEANER
TEAMLEADER
(Night Shift)
REFUSE REMOVER
Level 12
TEAMLEADER
(Day Shift)
REFUSE REMOVER
Level 12
TEAMLEADER
(Day Shift)
REFUSE REMOVER
Level 12
TEAMLEADER
STREET CLEANERS
Vacant Level 12
COMPACTOR
TRUCK DRIVER
Level 10
BLOWER
OPERATORS
X 6
Vacant x 1
Level 13
REFUSE REMOVERS
X 4
Vacant 2
Level 15
COMPACTOR
TRUCK DRIVER X 2
Vacant Level 10
REFUSE REMOVERS
X 9
Vacant X 4
Level 15
COMPACTOR DRIVER
Level 10
REFUSE REMOVERS
X7
Vacant X 4
Level 15
TRACTOR DRIVERS
CONTAINER
REMOVALS x 2
Level 12
ASSISTANTS X 3
Vacant X 2
Level 15
STREET CLEANERS
X 27
Vacant x 9
Level 15

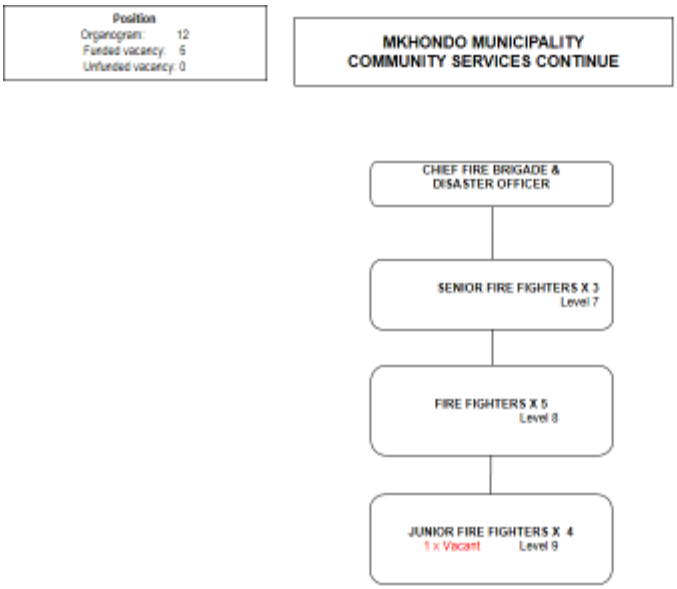

Position
Organogram: 18
Funded vacancy: 3
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
AMSTERDAM
SUPERVISOR
SOLID WASTE/REFUSE REMOVAL &
PARKS
Vacant Level 8
AMSTERDAM
TRUCK DRIVERS X 1
Level 10
TEAMLEADER
SOLID WASTE
Level 12
TRACTOR DRIVER x 1
Level 12
BRUSH CUTTERS x 2
Vacant x 2 Level 14
GARDENERS X 1
Level 15
STREET CLEANER
X6
Level 15
REFUSE REMOVER
X 6
Level 15

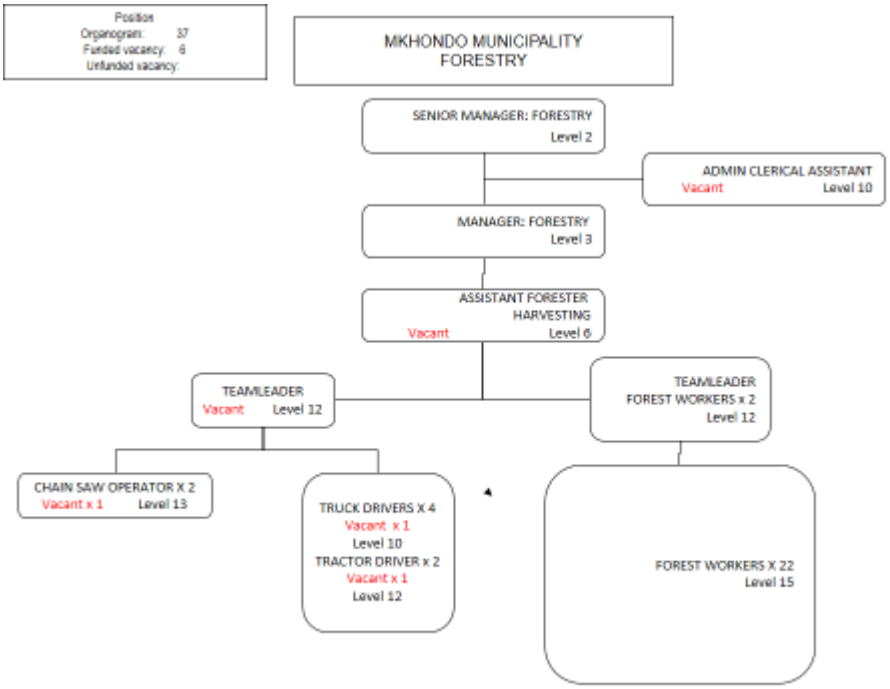

Position
Organogram: 30
Funded vacancy: 6
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
PARKS & GARDEN DIVISION
SUPERVISOR
TEAM LEADER
GARDERNERS
Vacant Level 12
TEAM LEADER
BRUSHCUTTER
Vacant Level 12
TRUCK DRIVERS X 1
Vacant Level 10
TRACTOR DRIVER X 3
Vacant x 3 Level 12
CHAINSAW OPERATOR X 2
Level 13
CHAINSAW ASSISTANT
Level 15
GARDENER X 13
Level 15
BRUSH CUTTERS X 8
Level 14

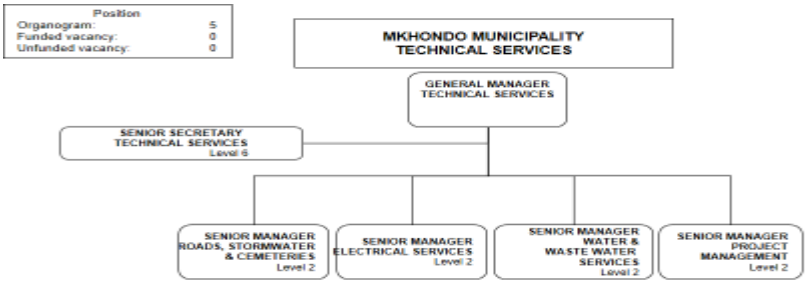

Position
Organogram: 4
Funded vacancy: 2
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
SENIOR MANAGER
PUBLIC SAFETY
CHIEF TRAFFIC OFFICER
Level 4
CHIEF LICENSING OFFICER
Level 4
CHIEF FIRE BRIGADE &
DISASTER OFFICER
Level 4

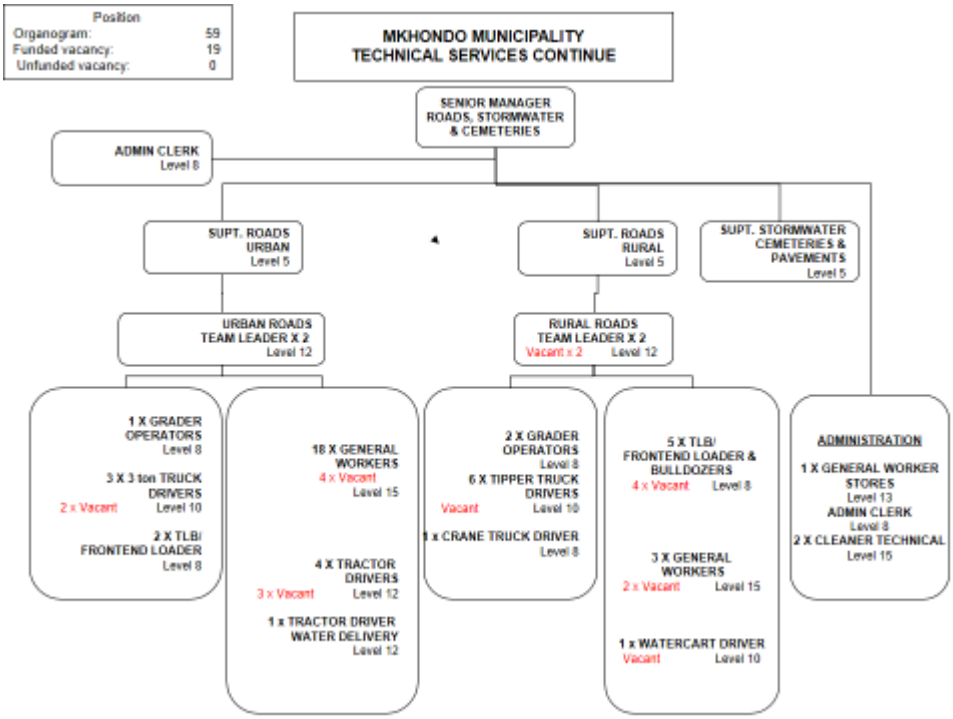

Position
Organogram: 26
Funded vacancy: 2
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
CHIEF LICENSING OFFICER
MANAGEMENT REP LTS & VTS (SUPERINTENDENT LEVEL) Level 5
SUPERVISORS X 2 Level 6
EXAMINER DRIVERS LICENSE and LEARNER LICENSE X 6 Level 6
EXAMINER MOTOR VEHICLE X 2 Level 6
TRADE CLERK Level 8
E-NATIS OPERATORS eMKHONDO X 6 Level 8
E-NATIS OPERATORS SATELLITE OFFICE X 2 Vacant X 2 Level 8
ENQUIRY CLERICAL ASSISTANT X 2 Level 10
HELPDESK CLERICAL ASSISTANT X 1 Level 10
FINGERPRINT & EYETEST X 2 Vacant x 2 Level 10
PIT ASSISTANTS X 2 Vacant x 1 Level 15
MESSENGER / CLEANER Level 14

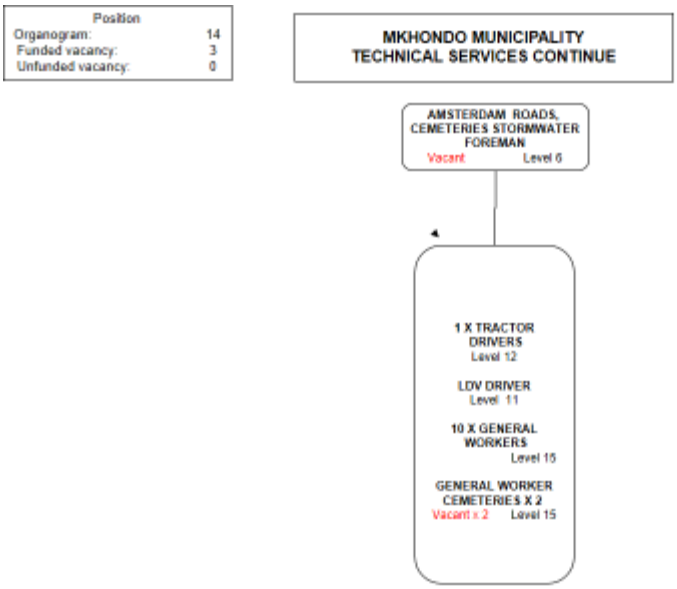

Position
Organogram: 33
Funded vacancy: 7
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
CHIEF TRAFFIC OFFICER
ACCIDENT REPORT/ADMIN CLERK Level 8
SUPERINTENDENT Level 5
SENIOR DATA CAPTURING CLERK Level 6
SENIOR TRAFFIC OFFICERS X 2 Vacant x 2 Level 7
SENIOR TRAFFIC OFFICERS X 2 Level 7
SENIOR TRAFFIC OFFICER AMSTERDAM X 1 Level 7
TRAFFIC OFFICERS GR II X 2 Vacant x 1 Level 8
TRAFFIC OFFICERS GR II X 2 Level 8
DATA CAPTURING CLERK x2 Level 8
TRAFFIC OFFICERS GR III X 2 Vacant x 2 Level 9
TRAFFIC OFFICERS GR III X 2 Vacant x 2 Level 9
TRAFFIC OFFICERS GR III X 2 Level 9
ROAD MARKERS TEAM LEADER X2 Level 12
ROAD MARKERS X 6 Level 14
MESSENGER / CLEANER Level 14

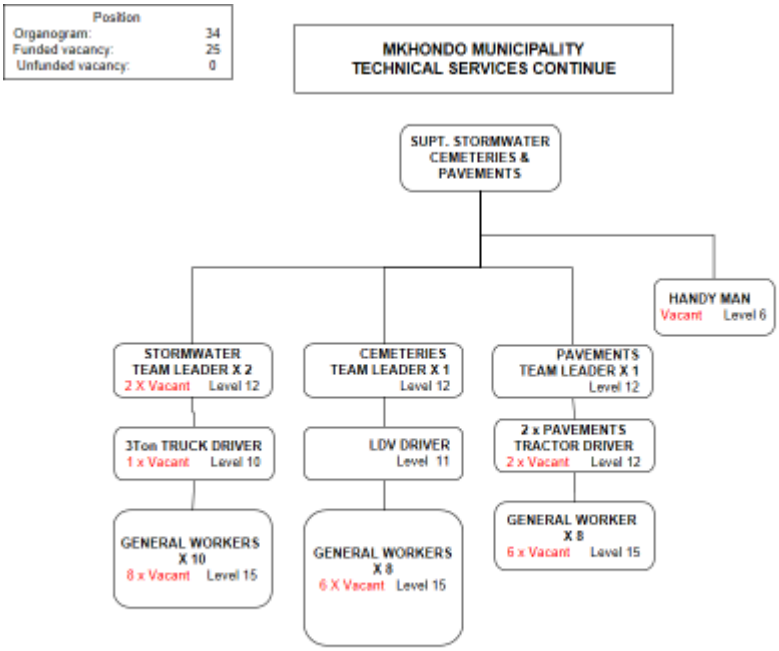

Position
Organogram: 12
Funded vacancy: 6
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
COMMUNITY SERVICES CONTINUE
CHIEF FIRE BRIGADE & DISASTER OFFICER
SENIOR FIRE FIGHTERS X 3
Level 7
FIRE FIGHTERS X 5
Level 8
JUNIOR FIRE FIGHTERS X 4
1 x Vacant
Level 9

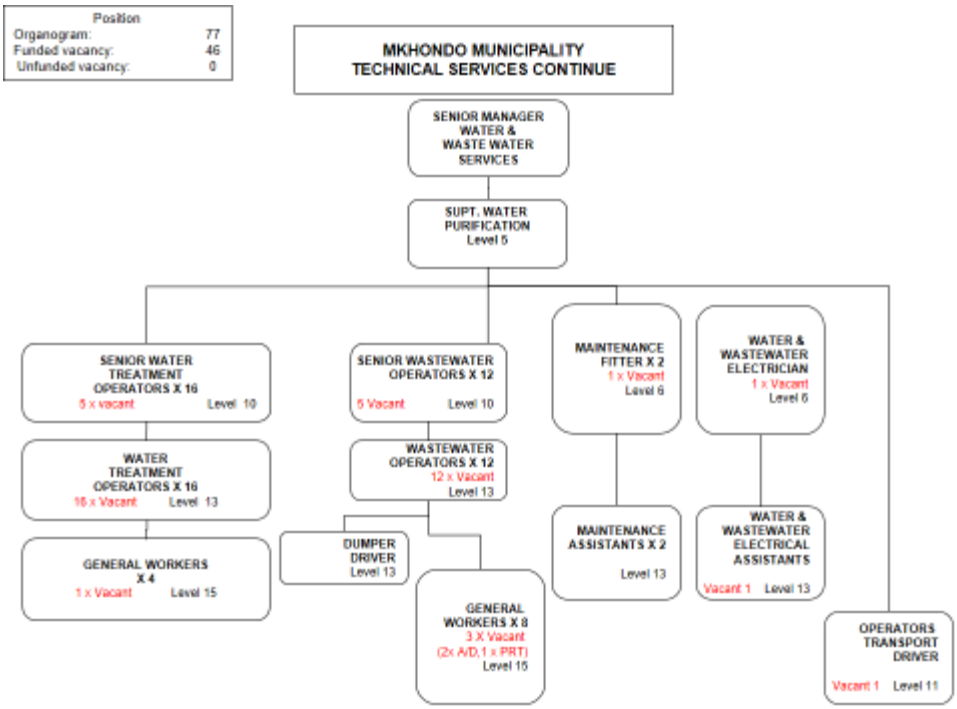

Position
Organogram: 37
Funded vacancy: 6
Unfunded vacancy:
MKHONDO MUNICIPALITY
FORESTRY
SENIOR MANAGER: FORESTRY
Level 2
ADMIN CLERICAL ASSISTANT
Vacant
Level 10
MANAGER: FORESTRY
Level 3
ASSISTANT FORESTER HARVESTING
Vacant
Level 6
TEAMLEADER
Vacant
Level 12
TEAMLEADER FOREST WORKERS x 2
Level 12
CHAIN SAW OPERATOR X 2
Vacant x 1
Level 13
TRUCK DRIVERS X 4
Vacant x 1
Level 10
TRACTOR DRIVER x 2
Vacant x 1
Level 12
FOREST WORKERS X 22
Level 15

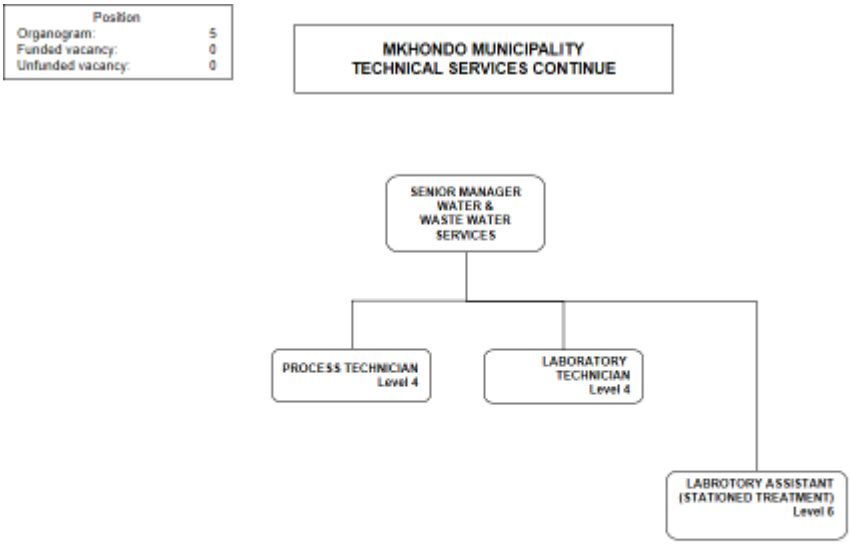

Position
Organogram: 5
Funded vacancy: 0
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES
GENERAL MANAGER
TECHNICAL SERVICES
SENIOR SECRETARY
TECHNICAL SERVICES
Level 6
SENIOR MANAGER
ROADS, STORMWATER
& CEMETERIES
Level 2
SENIOR MANAGER
ELECTRICAL SERVICES
Level 2
SENIOR MANAGER
WATER &
WASTE WATER
SERVICES
Level 2
SENIOR MANAGER
PROJECT
MANAGEMENT
Level 2

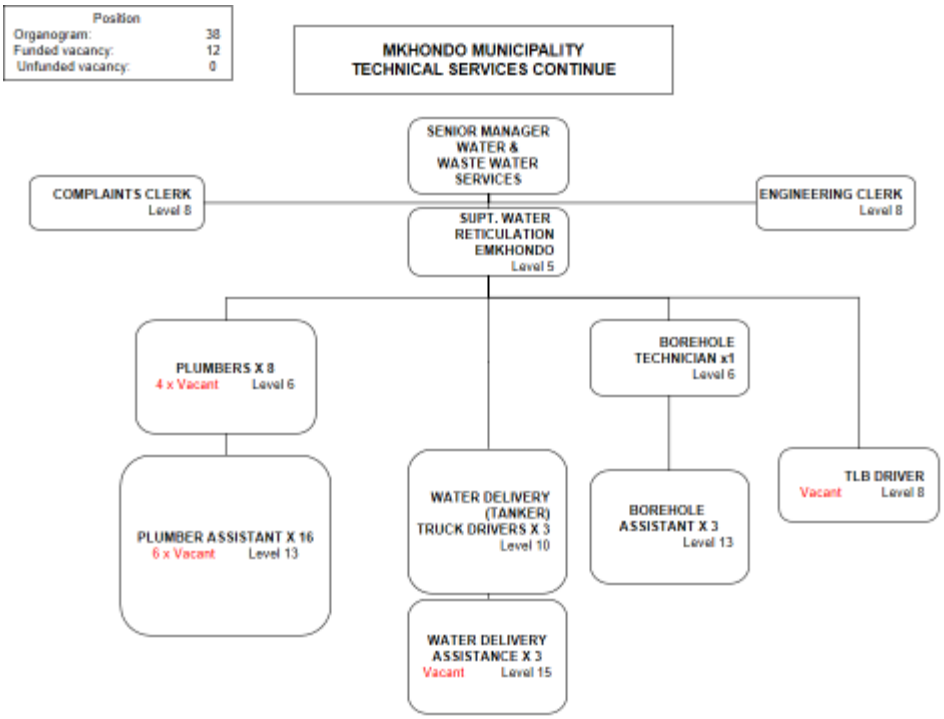

Position
Organogram: 59
Funded vacancy: 19
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER
ROADS, STORMWATER
& CEMETERIES
ADMIN CLERK
Level 8
SUPT. ROADS
URBAN
Level 5
SUPT. ROADS
RURAL
Level 5
SUPT. STORMWATER
CEMETERIES &
PAVEMENTS
Level 5
URBAN ROADS
TEAM LEADER X 2
Level 12
RURAL ROADS
TEAM LEADER X 2
Vacant x 2 Level 12
1 X GRADER
OPERATORS
Level 8
3 X 3 ton TRUCK
DRIVERS
2 x Vacant Level 10
2 X TLB/
FRONTEND LOADER
Level 8
18 X GENERAL
WORKERS
4 x Vacant
Level 15
4 X TRACTOR
DRIVERS
3 x Vacant Level 12
1 x TRACTOR DRIVER
WATER DELIVERY
Level 12
2 X GRADER
OPERATORS
Level 8
6 X TIPPER TRUCK
DRIVERS
Vacant Level 10
1 x CRANE TRUCK DRIVER
Level 8
5 X TLB/
FRONTEND LOADER &
BULLDOZERS
4 x Vacant Level 8
3 X GENERAL
WORKERS
2 x Vacant Level 15
1 x WATERCART DRIVER
Vacant Level 10
ADMINISTRATION
1 X GENERAL WORKER
STORES
Level 13
ADMIN CLERK
Level 8
2 X CLEANER TECHNICAL
Level 15

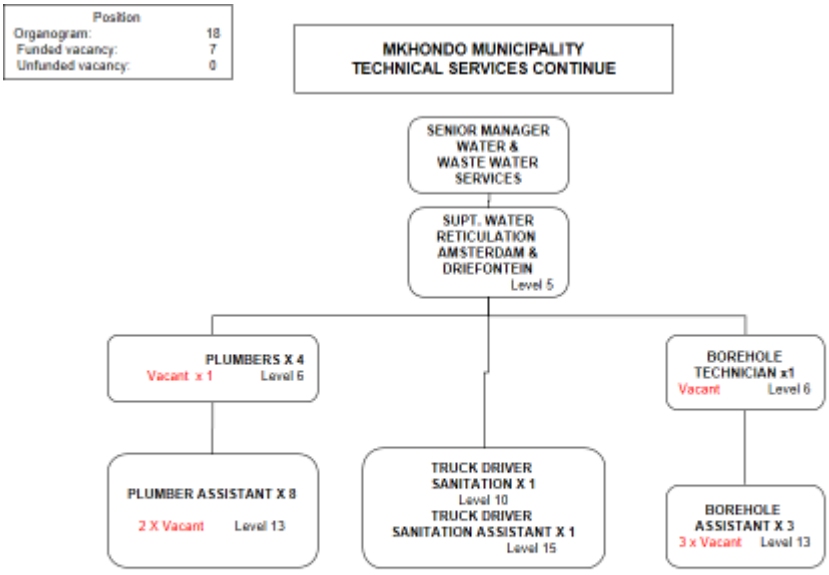

Position
Organogram: 14
Funded vacancy: 3
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
AMSTERDAM ROADS, CEMETERIES STORMWATER FOREMAN
Vacant Level 6
1 X TRACTOR DRIVERS
Level 12
LDV DRIVER
Level 11
10 X GENERAL WORKERS
Level 15
GENERAL WORKER CEMETERIES X 2
Vacant x 2 Level 15

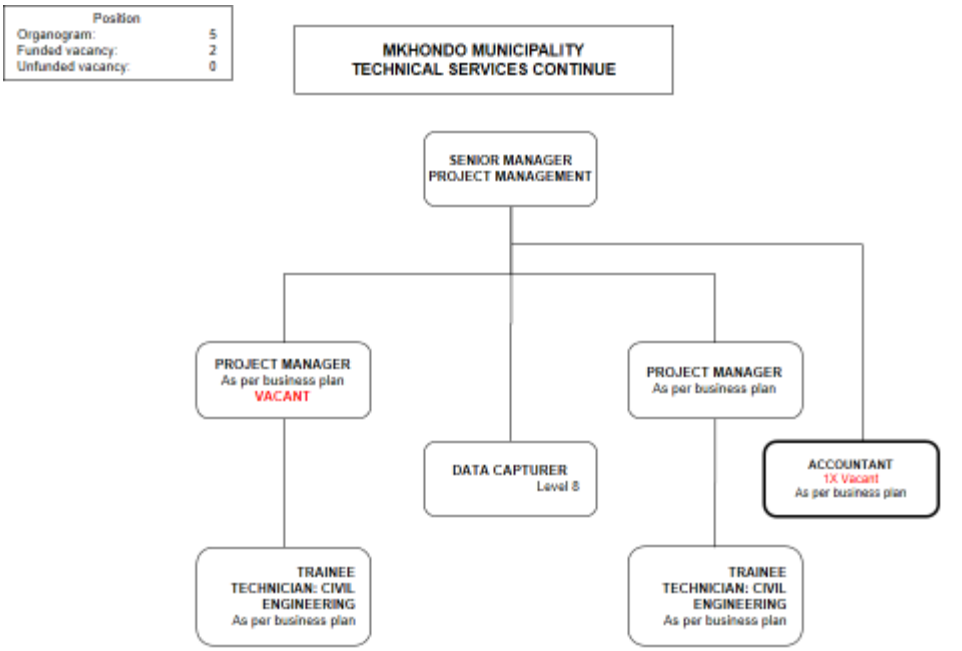

Position
Organogram: 34
Funded vacancy: 25
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SUPT. STORMWATER CEMETERIES & PAVEMENTS
HANDY MAN
Vacant Level 6
STORMWATER TEAM LEADER X 2
2 X Vacant Level 12
CEMETERIES TEAM LEADER X 1
Level 12
PAVEMENTS TEAM LEADER X 1
Level 12
3Ton TRUCK DRIVER
1 x Vacant Level 10
LDV DRIVER
Level 11
2 x PAVEMENTS TRACTOR DRIVER
2 x Vacant Level 12
GENERAL WORKERS X 10
8 x Vacant Level 15
GENERAL WORKERS X 8
6 X Vacant Level 15
GENERAL WORKER X 8
6 x Vacant Level 15

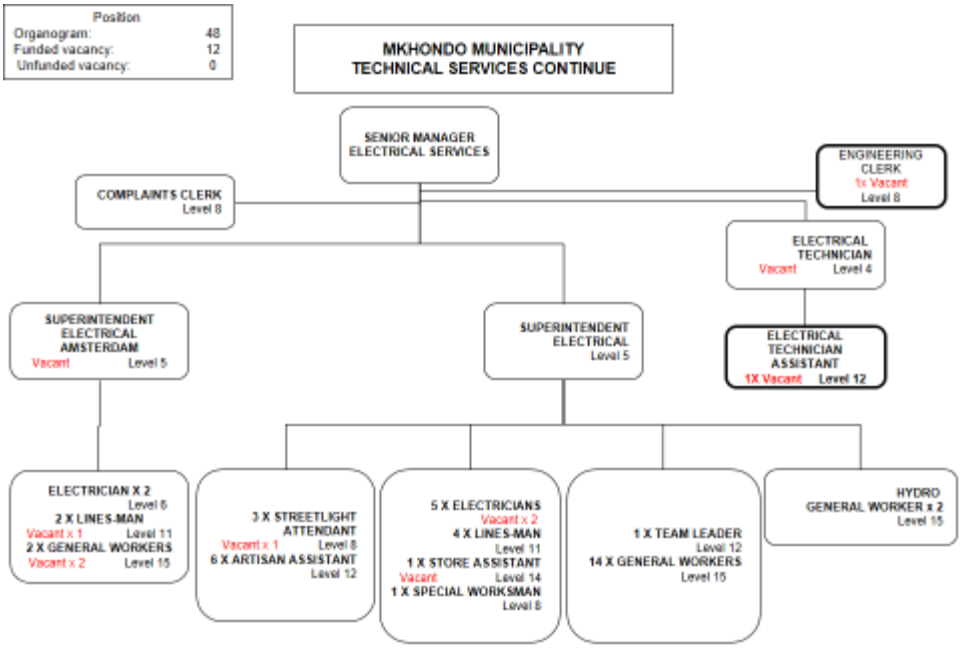

Position
Organogram: 77
Funded vacancy: 46
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER WATER & WASTE WATER SERVICES
SUPT. WATER PURIFICATION Level 5
SENIOR WATER TREATMENT OPERATORS X 16
5 x vacant Level 10
WATER TREATMENT OPERATORS X 16
16 x Vacant Level 13
GENERAL WORKERS X 4
1 x Vacant Level 15
SENIOR WASTEWATER OPERATORS X 12
5 Vacant Level 10
WASTEWATER OPERATORS X 12
12 x Vacant
Level 13
DUMPER DRIVER
Level 13
GENERAL WORKERS X 8
3 X Vacant
(2x A/D,1 x PRT)
Level 15
MAINTENANCE FITTER X 2
1 x Vacant
Level 6
MAINTENANCE ASSISTANTS X 2
Level 13
WATER & WASTEWATER ELECTRICIAN
1 x Vacant
Level 6
WATER & WASTEWATER ELECTRICAL ASSISTANTS
Vacant 1 Level 13
OPERATORS TRANSPORT DRIVER
Vacant 1 Level 11


Position
Organogram: 5
Funded vacancy: 0
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER WATER & WASTE WATER SERVICES
PROCESS TECHNICIAN
Level 4
LABORATORY TECHNICIAN
Level 4
LABROTORY ASSISTANT (STATIONED TREATMENT)
Level 6


Position
Organogram: 38
Funded vacancy: 12
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER WATER & WASTE WATER SERVICES
COMPLAINTS CLERK Level 8
ENGINEERING CLERK Level 8
SUPT. WATER RETICULATION EMKHONDO Level 5
PLUMBERS X 8 4 x Vacant Level 6
BOREHOLE TECHNICIAN x1 Level 6
PLUMBER ASSISTANT X 16 6 x Vacant Level 13
WATER DELIVERY (TANKER) TRUCK DRIVERS X 3 Level 10
BOREHOLE ASSISTANT X 3 Level 13
TLB DRIVER Vacant Level 8
WATER DELIVERY ASSISTANCE X 3 Vacant Level 15


Position
Organogram: 18
Funded vacancy: 7
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER WATER & WASTE WATER SERVICES
SUPT. WATER RETICULATION AMSTERDAM & DRIEFONTEIN Level 5
PLUMBERS X 4 Vacant x 1 Level 6
BOREHOLE TECHNICIAN x1 Vacant Level 6
PLUMBER ASSISTANT X 8 2 X Vacant Level 13
TRUCK DRIVER SANITATION X 1 Level 10
TRUCK DRIVER SANITATION ASSISTANT X 1 Level 15
BOREHOLE ASSISTANT X 3 3 x Vacant Level 13


Position
Organogram: 5
Funded vacancy: 2
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER
PROJECT MANAGEMENT
PROJECT MANAGER
As per business plan
VACANT
PROJECT MANAGER
As per business plan
DATA CAPTURER
Level 8
ACCOUNTANT
1X Vacant
As per business plan
TRAINEE
TECHNICIAN: CIVIL
ENGINEERING
As per business plan
TRAINEE
TECHNICIAN: CIVIL
ENGINEERING
As per business plan


Position
Organogram: 48
Funded vacancy: 12
Unfunded vacancy: 0
MKHONDO MUNICIPALITY
TECHNICAL SERVICES CONTINUE
SENIOR MANAGER
ELECTRICAL SERVICES
COMPLAINTS CLERK
Level 8
ENGINEERING
CLERK
1x Vacant
Level 8
ELECTRICAL
TECHNICIAN
Vacant
Level 4
SUPERINTENDENT
ELECTRICAL
AMSTERDAM
Vacant
Level 5
SUPERINTENDENT
ELECTRICAL
Level 5
ELECTRICAL
TECHNICIAN
ASSISTANT
1X Vacant
Level 12
ELECTRICIAN X 2
Level 6
2 X LINES-MAN
Vacant x 1
Level 11
2 X GENERAL WORKERS
Vacant x 2
Level 15
3 X STREETLIGHT
ATTENDANT
Vacant x 1
Level 8
6 X ARTISAN ASSISTANT
Level 12
5 X ELECTRICIANS
Vacant x 2
4 X LINES-MAN
Level 11
1 X STORE ASSISTANT
Vacant
Level 14
1 X SPECIAL WORKSMAN
Level 8
1 X TEAM LEADER
Level 12
14 X GENERAL WORKERS
Level 15
HYDRO
GENERAL WORKER x 2
Level 15